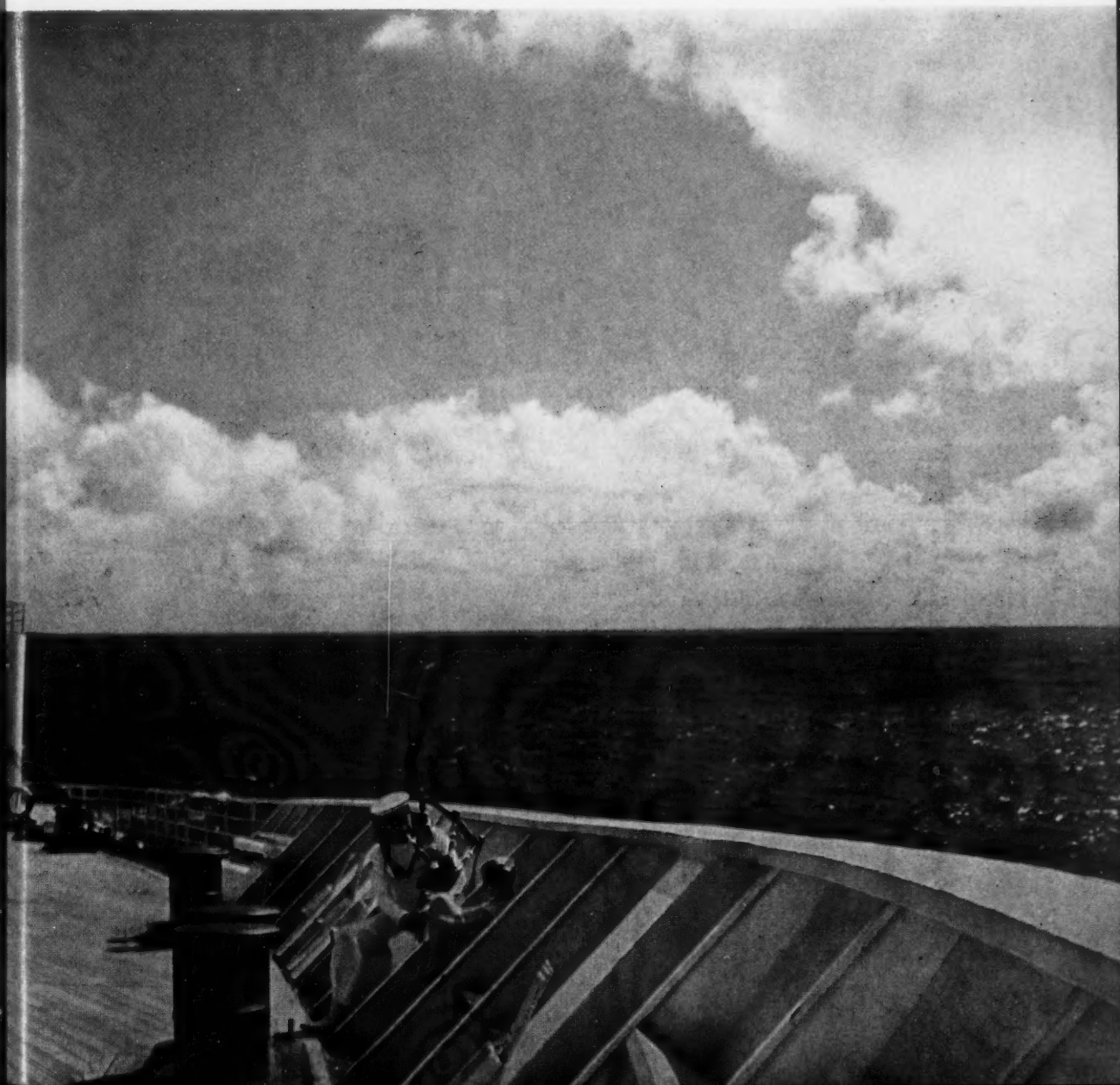


CLUB

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

Management

JANUARY
1959





**The true old-style
Kentucky bourbon...
always smoother because
it's slow-distilled**

There are less costly ways to make bourbon—but they'll never give you the smoothness of Early Times. The extra care and attention of slow distilling...the patient willingness to take twice as long is the old-style way, the smoothing way to make whisky. Next time, ask for Early Times.

EARLY TIMES

KENTUCKY STRAIGHT BOURBON WHISKY • 86 PROOF • EARLY TIMES DISTILLERY COMPANY, LOUISVILLE 1, KENTUCKY

©ETDC 1958

"My!
everything
looks
so
good!"

...and it tastes so good, too,
served from

Sterno EQUIPMENT

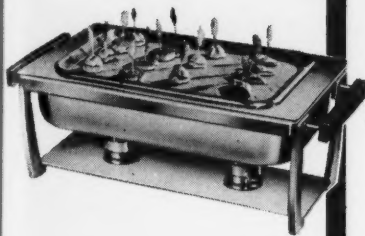


At buffet parties, cocktail parties, bars, banquets, dining table, guests are most pleased when they have a large choice of delicacies. When, in addition, hors d'oeuvres, vegetables, sauces, etc. are temptingly presented, piping hot, in attractive Sterno units, there will be no question of the success of your service.

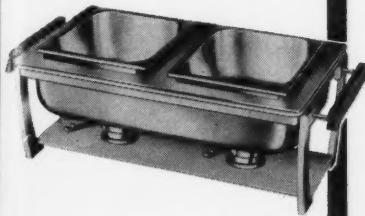
Complete catalog and price list upon request.

Sterno, inc.

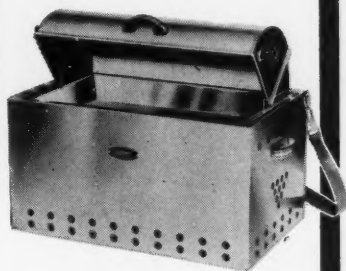
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New York 16, N. Y.



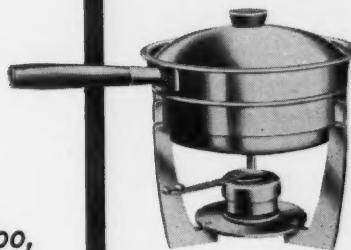
697. The Sterno Hors d'Oeuvres unit is designed to permit attractive display of fancy dressed type hors d'oeuvres and hot canapes. Used also for steaks, chops, etc. for direct table service.



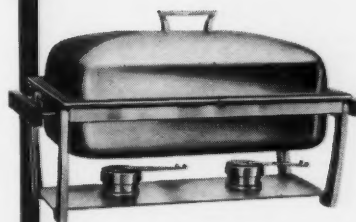
696. Two 1 gallon compartments, ideal for buffets, etc., two hot entrees or entree and vegetable. Also for hot hors d'oeuvres.



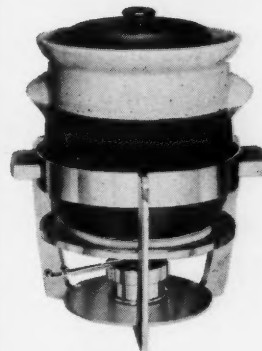
530. Sterno Roll Warmer is ideal for keeping rolls piping hot on buffets. Also used with carry strap for passing rolls in dining room.



687. Glamorous round copper chafin, 4 1/2 pints, adds color to your service. Ideal for crab newburgh, lobster newburgh, chicken a la king, beef stroganoff, etc.



694. This dome covered unit holds a massive 2 gallon food pan. Just the thing for big buffet parties. Big enough too for roast beef, baked ham, sliced meats and poultry.



699. You can actually "bake" in this oven-proof crack. For pork and beans, chili, soups, etc. Available in 6 quart and 10 quarts. Ideal for "soup of the day" served right in the dining room.

Makers of STERNO CANNED HEAT FUEL

Let us show you how STERNO can improve and beautify your serving operations.

**"We are well pleased with the way
Libbey Safedge® Glassware
works into our operation"**



So says Mr. R. B. Campbell, Manager of Campbell House, the lovely suburban hotel in Lexington, Kentucky. And Mr. Campbell is well qualified to know about Libbey's economy, because *all* glassware service at Campbell House is Libbey.

Libbey Safedge Glassware is ideal for every operation, whether large or small. Libbey offers matching stemware to tie in food and bar service . . . a wide selection of patterns and sizes, all of which can be distinctively decorated with your monogram or crest . . . a *complete* line, filling every glassware need. Libbey is attractive, durable, and economical glassware . . . its economy is further assured by the famous guarantee: "A new glass if the rim of a Libbey 'Safedge' glass ever chips."

For full information about attractive and economical Libbey Safedge Glassware, see your Libbey Supply Dealer, or write to Libbey Glass, Division of Owens-Illinois, Toledo 1, Ohio.

King-Size Cocktail
No. 07430, 6-oz.
(Old No. 8876)



Cocktail
No. 01230, 3 1/2-oz.
(Old No. 8082)



Hi-Ball
No. 41620, 9-oz.
(Old No. 125)
Fluted (F-1010)

These attractive glasses are among the 15 different Libbey items in the Campbell House service.



LIBBEY SAFEDGE GLASSWARE
AN **®** PRODUCT

OWENS-ILLINOIS
GENERAL OFFICES • TOLEDO 1, OHIO



Like super malts and giant sundaes, this double-the-cheese burger, made with Kraft Ribbon Slices, is a deluxe menu item that commands customer attention and stimulates sales.

Kraft Ribbon Slices can save you up to 10¢ a pound

In using cheese for sandwiches—plain, grilled or on burgers—it's simpler and more economical in the long run to get *perfectly sliced portions* in Kraft's loaf of Ribbon Slices.

A time-study to find out how much it costs to slice cheese on the premises invariably astonishes the food service manager. Labor cost is ordinarily about 4¢ a lb. Waste can easily run to 6¢. Together they add a dime a pound to the price of bulk cheese. For much less than that you have all the advantages of top-quality cheese that's portion-sliced—ready to use.

The Kraft loaf is so marked that you decide how many slices you want—48 (best for sandwiches) or 64 (best for cheeseburgers). Run a knife through the markings on the protective wrapper and you're in business.

When customers are waiting to be served, you'll really appreciate Ribbon Slices. They're always ready for a sandwich, and have the excellent melting qualities you and your patrons prefer.

Use of Kraft Ribbon Slices is the way to make certain of getting full profit on each and every cheese sandwich you serve.

continued . . .

It's easy to perk up plates,
pick up profits with pickles



Make a showpiece out of that simple sandwich! Dress up the plain items on your menu. Crisp green pickles on the plate—and as an ingredient in many a dish—will more than pay their way!

Both "class restaurants" and "fast food" operations find that pickles increase (1) eye and appetite appeal, (2) customer satisfaction, (3) selling price, and (4) profit margin.

There's no better way you can get so many benefits from so small an expenditure. For mere pennies, or fractions thereof, you justify a more liberal mark-up when you start using pickles generously to dress up the dishes you serve.

Elementary? Yes, but so much so, it's easily overlooked. And don't overlook the fact that the pickles you serve must be crisp and firm, with characteristic true flavor. Kraft pickles are, in addition, of uniform size and quality. Use them as garnish and in entrees, in sauces and sandwiches, to add a decorative touch and delicious taste to many of your menu items. Your choice of 13 varieties in No. 10 tins or 1-gal. jars.



Kraft quality from your kitchen brings customers to your tables



Olives add a lot of glamor at little cost! Get this "extra value" into more foods you serve. It's an eye- and palate-pleasing touch.

Give olives the dramatic role they deserve in menu planning

Olives are certainly not a luxury today. Actually, without adding appreciably to portion cost, olives can convert an otherwise plain dish into a fancy one. And this superior presentation is something customers appreciate and will pay more for.

It's easy to select green olives from the Kraft line because they are all prime-quality Spanish imports: large, meaty "queens" (plain, stuffed, or pitted), and tender, stuffed manzanillas. Your Kraft man will gladly give you count per pack and portion cost.

Too few operators capitalize enough on the value of olives in food showmanship. Do you?

Get Expert Help to Control Portions, Costs & Quality

Regard the Kraft man as your consultant on any food problems. And use the many services Kraft maintains for you: recipes of all kinds, menu and portion information as well as merchandising advice and free materials. These—with the superior quality you get from Kraft products—will bring more customers into your establishment.

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Illini Section

This special Illini Chapter section in **CLUB MANAGEMENT**, which appears in this issue in the center of the magazine from page 35 through page 42, is the third in a series of such sections, the first two being devoted to the Northwest and to Texas Lone Star.

Chapter members solicited advertising for this section, under the leadership of CMAA Director Robert Guynn, Sr., manager of the Decatur (Ill.) Club, and Illini Chapter President William Cook, manager of the Illini Country Club, Springfield, Ill.

Coming Attractions

Awaiting club managers in the coming two months are two of the biggest issues of the year for CM.

In February we will again publish the annual swimming pool issue, with a host of new ideas on swimming pool problems.

In March, **CLUB MANAGEMENT** publishes the Conference Issue for the CMAA, and detailed reports on the speeches at the conference, as well as highlights of the conference itself will appear in that issue.

In This Issue

Design of a club, from the designer's point of view, is featured on page 18 in an article on the Brentwood Country Club of Los Angeles. Manager Charles Errington of the Bel-Air Bay Club takes a look at club dues structures on page 24, and CMAA Counsel Walter A. Slowinski reports on a clarification ruling by the Internal Revenue Service on tips and gratuities on page 67. And don't forget to read the second of Henry Barbour's wine columns on page 64.

IT'S BRANDING TIME IN TEXAS

Have you fixed your brand to your reservation for these days?

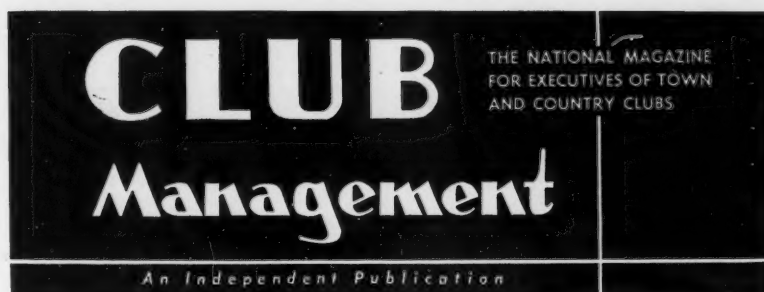
Feb. 18 through Feb. 21

Remember

The eyes of Texas are upon you!

Harry Seide-Top Hand
Reservation Crew
Westwood County Club
Rt. 4, Box 248
Houston, Texas

In order to insure you of a good room when you make early reservations, a \$10.00 deposit per person is required. This also helps the Texas Crew figure out how many gifts to buy.



Title Registered

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VOLUME XXXVIII

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"Run Away to Sea" Courtesy, Orient and Pacific Lines

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DESIGNATED BY THE CLUB MANAGERS ASSOCIATION OF AMERICA AS OFFICIAL PUBLICATION

CMAA Editorial Advisory Board

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408 Olive Street, St. Louis 2, Missouri
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REGIONAL ADVERTISING OFFICES

NEW YORK CITY: 551 Fifth Avenue, Tel. MUrray Hill 2-2831.

LOS ANGELES: Smith and Hollyday, Inc., 5478 Wilshire Blvd., Tel. WEbster 8-0111.

SAN FRANCISCO: Smith and Hollyday, Inc., Russ Building, Tel. EXbrook 2-3723.

CLUB MANAGEMENT is published monthly by the Commerce Publishing Company. Entered as second class matter at the post office at St. Louis, Missouri, under the Act of March 3, 1879. Additional entry as second class matter at Fulton, Missouri. Subscription rates: Three years \$6.00; two years \$5.00; one year \$3.00; 50c a copy. Convention issue and back copies \$1.00 each.

CLARK PUBLICATIONS: Club Management, Picture and Gift Journal, Mid-Continent Banker, The Local Agent, Life Insurance Selling, Mid-Western Banker.

CLUB MANAGEMENT: JANUARY, 1959

7

Folding Tables are NOT all alike!



No other tables have as many "Extra Features" as

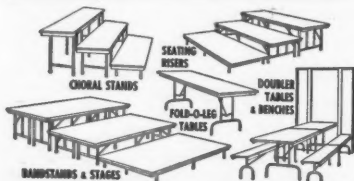
Mitchell
FOLD-O-LEG
tables

- ★ GREATER SEATING CAPACITY
- ★ MORE LEG COMFORT
- ★ UNEQUALED APPEARANCE, DURABILITY, STRENGTH
- ★ FINEST CONSTRUCTION, MATERIALS, FINISHES
- ★ BUILT FOR LONG SERVICE



TUBULAR STEEL FOLDING LEGS
SMOOTH, SANITARY TOPS
of Brown or New Light Finish
"Qualite" Masonite Presdwood,
Formica and Resilyte in many
patterns and colors.

A COMPLETE LINE OF SPACE-SAVING,
PORTABLE, MULTIPLE-USE EQUIPMENT



Write for Descriptive Folders

MITCHELL MFG. CO.

2742 S. 34th St. • Milwaukee 46, Wis.



The makers of Ry-Krisp, famous low-calorie cracker, have introduced to the club and institutional trade four new six-color process rotogravure package designs for the cellophane packets, the first package design of this type in history.

Each attractive pack illustrates a food service idea—Ry-Krisp served with soup, with salad, with cheese and with snacks. The new packets are packed with a complete variety of all four designs in each case of 180s Individuals.

For more information write Dept. CM, Institutional Department, Ralston Purina Co., Checkerboard Square, St. Louis 2, Mo.



A completely new kind of table cover, made of multi-ply, bright white cellulose and featuring throw-away convenience, is announced by Hoffmaster Co., Inc.

Developed especially for club and restaurant use, this new Hoffmaster Cellutex "400" table cover is made of four-ply fortified cellulose in 48-by 48-inch size with conventional fold. It fits standard restaurant tables and is easily placed on the table in the normal manner.

For complete details write Dept. CM, Hoffmaster Co., Inc., Oshkosh, Wis., or Hoffmaster Pacific Co., 1361 E. 16th St., Los Angeles 21.

Availability of two new golf films for showings at your club or chapter meeting has been announced by the Miller Brewing Co., Milwaukee.

One is a 30-minute movie covering the highlights of the 1958 Miller Open Tournament, a \$35,000 event held this past August in Milwaukee, while the other is a 15-minute film entitled "Trouble Shooting With Paul Harney," a demonstration of the proper way to hit various trouble shots. Both films are on 16 mm. sound, color film.

Requests should be submitted either to Miller distributors or to Dept. CM, Sports Promotion Department, Miller Brewing Co., Milwaukee 1, Wis.



A restyled and greatly improved Edlund "top-off" opener is now in production.

The "top-off" jar and bottle cap remover has become increasingly popular in loosening stubborn screw caps and the new model is designed to work on all screw closures in popular usage, from the smallest to the largest. It has improved gripping jaws and attractive plastic handle that comes in a variety of bright, modern shades.

For more information write Dept. CM, Edlund Co., Inc., Burlington, Vermont.



A new eight-quart size marmite by Wear-Ever is constructed entirely of hard wear-resistant aluminum.

The rounded bottom is especially designed for the serving of soups and consommés. Handles and legs are black alumilited. Cover and stand are in golden glow color and bowl in silver glow with circular engraved platter. Outside diameter is 10½ inches, the height, 16 9/16 inches. Fuel holder has a flame regulator.

For more information write Dept.

FOR ASPHALT TILE, RUBBER, VINYL FLOORS

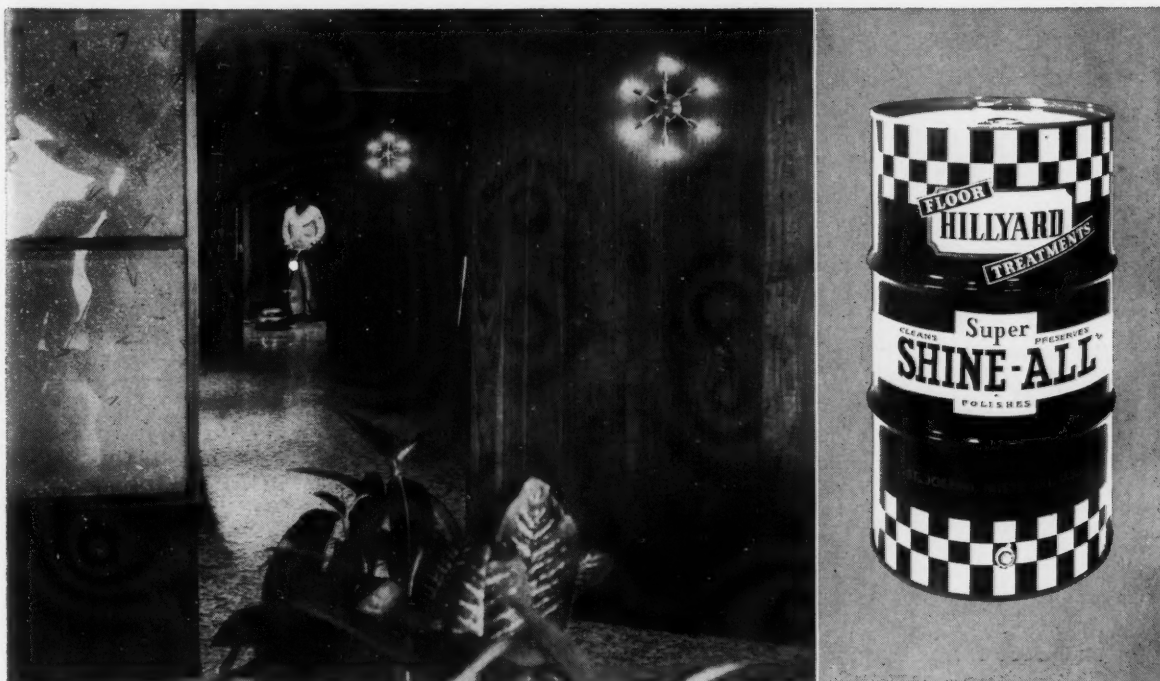
MANUFACTURERS OF RESILIENT FLOORING

Recommend a neutral cleaner for safe maintenance.

They warn against the damaging effects of acid cleaners—strong alkaline cleaners or cleaners containing solvents, free oils or abrasives. Any floor—hard or soft can be attacked and ruined with these harsh cleaners. Even modern water softening synthetic detergents will attack any floor or grout containing calcium compounds.

Recommended where it means the Most!

There's only one cleaner universally safe for your floors—a neutral cleaner—and there's only one like *Super Shine-All* that chemically cleans with neutral safety. Approved by American Hotel Assn., Rubber Flooring Mfg. Assn., and U/L listed as slip-resistant.



SUPER SHINE-ALL—is more than an effective cleaner. It fills and seals. Instead of robbing essential oils or reacting harmfully with the floor itself Super Shine-All feeds and heals the surface and soon you're walking on a Shine-All sheen.

Won't eat away or destroy good wax film. No etching or pitting to cause dirt traps. No-rinsing saves labor time. Try Super Shine-All. You get more for your money. It conditions as it cleans.

Ask the Hillyard "Maintaineer®" for expert advice on treatment and maintenance of your floors. He can suggest modern, streamlined work methods that mean real savings in your maintenance budget. He's "On Your Staff, Not Your Payroll".



ST. JOSEPH, MO.

Passaic, N. J.
San Jose, Calif.

Branches and Warehouses in Principal Cities



MAIL COUPON TODAY

HILLYARD St. Joseph, Mo., Dept B-1

- ☐ Please send me Free literature about SUPER SHINE-ALL—how it cleans, safely, saves surfaces and saves labor.
☐ Please have the Hillyard Maintaineer demonstrate SUPER SHINE-ALL cleaning on my floors. No charge or obligation!

Name.....

Firm or Institution.....

Address.....

City..... State.....

Write advertisers you saw it in CLUB MANAGEMENT: JANUARY, 1959



**96 PAGES OF
FURNISHINGS • SUPPLIES
EQUIPMENT to choose from
DURING OUR
"BAKER'S DOZEN"
SALE!**

The Special 96 page "Baker's Dozen" Booklet comes to you loaded with Best-Selling, seasonal and new items selected from the famous Complete Motel Supply Catalog.

Select from a complete range of merchandise including:

- LUGGAGE RACKS • WALL RACKS
- PORTABLE AIR CONDITIONERS
- MIRRORS • BEDDING
- BEDROOM & LIVING ROOM FURNITURE
- LAMPS • DESK SETS
- BEDSPREADS • LINENS
- ROOM SERVICE & REGISTRATION SUPPLIES

That's just a glimpse of the hundreds of items on sale . . . every one a real value buy.

Buy 12 units of any item shown . . . you get the 13th FREE and you still enjoy the advantage of Dealer Prices 25% to 50% below retail.

No Baker's Dozen Catalog?

Send Coupon
NOW



Please send a copy of your Baker's Dozen Catalog.

Name _____
Organization _____
Postal Address _____
City _____ State _____

CM, Wear-Ever Aluminum, Wear-Ever Bldg., New Kensington, Pa.



This new "Revere" shape, by Walker China Co., has been designed to save table or tray space, specially valuable for parties or buffets.

The colorful, hand-engraved "Cloverton" pattern is available in a choice of several two-color combinations on white or ivory vitrified china.

For complete information write Dept. CM, Walker China Co., Bedford, O.

California ripe olives have been



added to the line of institutional olives offered by Kraft Foods.

Included in the new line are the following olive sizes: medium, large, large pitted, jumbo and colossal. All are packed in number 10 tins.

These domestic ripe olives are an addition to the line of institutional Spanish green olives recently introduced by Kraft.

A handy reference card on 3-to-1 basic French dressing, yielding about one gallon, is available from the Wesson Oil People.

And, on the back of the card, are dressing variations for one-quart mixtures, including anchovy-garlic, bleu cheese or Roquefort, brown sugar-lemon, celery seed, chiffonade, herb, golden gate, Lorenzo, New Orleans and Dressing Vichyssoise.

For a copy of the card write Dept. CM, Wesson Oil, 210 Baronne St.,

Mop floors quicker with *Geerpres* mopping outfits

"FLOOR-KING" Twin Tank
Mopping Outfit for
mops to 36 oz.



Keeping floors clean is a constant battle that can't be eliminated. But it can be made easier. You'll get the job done in a hurry when you use a Geerpres mopping outfit.

Easy-working, powerful interlocking gearing wrings mops as dry as you please without twisting or tearing. Best of all, no splashing on clean floors or clothing.

Geerpres buckets roll at a touch on quiet, rubber wheeled ball bearing casters. Electroplated wringer and rugged, hot dip galvanized buckets stop rust—last for years in the hardest service.

Keep it clean. Get a Geerpres mopping outfit today. Both single and twin-tank outfits available in three sizes plus other mopping accessories. See your jobber or write for complete catalog.

Geerpres
WRINGER, INC.
P.O. BOX 658, MUSKEGON, MICH.

The new PACK LOOK

RY-KRISP INDIVIDUALS FOR RESTAURANTS

Here's the beautiful new look for Ry-Krisp — and this is just one of the four new Ry-Krisp cellophane wrappers. Each one features a magnificent appetizing full-color photograph showing Ry-Krisp with:

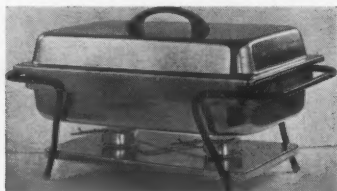
1. Roquefort cheese and grapes.
2. Steaming red tomato soup.
3. Crisp green Chef's salad.
4. Variety of snacks.

All four varieties are now packed in each case of Ry-Krisp Individuals 180s. Dress up your bread and cracker service with Ry-Krisp — the cracker that packs a crunch, but only 20 calories. Order from your favorite wholesale grocery supply jobber.



RALSTON PURINA COMPANY, Institutional Department, Checkerboard Square, St. Louis 2, Missouri

New Orleans, La., or to CLUB MANAGEMENT direct.



A distinctively new all aluminum buffet chafin in two sizes for dining room, banquet and party food service has been created by Wear-Ever.

Easy to clean, the finish is a com-

bination of silver glow and golden glow with sturdy black alumilited legs and handles. The water pan, food pan and cover are dent-resistant aluminum alloy. Large size has a capacity of 8 1/4 quarts; small size, 3 3/4 quarts.

For more information write Dept. CM, Wear-Ever Aluminum, Wear-Ever Bldg., New Kensington, Pa.

H. J. Heinz Co. has announced the marketing of a new concentrated tomato juice which will be promoted by advertising including Dave Garroway's "Today" show starting this month.

The new juice is packed in a 6 1/4-

ounce can and when mixed with three equal parts of water it will produce 1 1/2 pints of ready-to-drink California tomato juice. In addition to its use as a drink, the new product can be used in all recipes calling for tomato sauce or tomato paste as recipe ingredients.

A new aerosol rinse injector attachment called Fast-Dry for mechanical dish washing machines has been announced by John Sexton & Co.



Sexton states that Fast-Dry completely eliminates film or spots on china, glassware and silverware and does away with toweling and separate washing of

glasses. The injector consists of an aerosol can containing the wetting agent and a mechanical device which injects the contents of the can into the rinse line.

For more information write Dept. CM, John Sexton & Co., P.O. Box JS, Chicago 90, Ill.



Blending the classic Greek art with the sculptured design of the Staffordshire shape, Shenango's new "Buckingham" pattern shown here has been a hit with clubs and other institutions.

Employing the old gold color in the Greek Key on the shoulder, the decoration enhances the fluting of Shenango's world-famous Staffordshire shape.

For more details write Dept. CM, Shenango China, Inc., P.O. Box 120, New Castle, Pa.

Stock pots, bain maries and double boilers featuring a sanitary, double strength open bead are announced by the Harlow C. Stahl Co.

According to the manufacturer, the new design provides a double thickness of metal at a critical wear point and leaves the upper edge completely open for easier cleaning and maximum sanitary protection. Stock pots and double boilers also feature steel

sweeten your sales
**...PERK UP
YOUR PROFITS**



with fashion-cued styles by



Here's a sound dollar-and-cents answer to improving appearance, stimulating sales, boosting employee morale. Just turn to Shane for your every uniform requirement! Over 180 quality styles for every purpose . . . for both men and for women . . . in either easy-care miracle fabrics or in sturdy cottons suitable for mass laundering. Don't wait to make the switch to increased sales. Send for Your Complete Shane Color Catalog Today!

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ILLUSTRATED:
"Sugar Sweet" —
a new Candy Stripe
design in Shane's
exclusive
Shanene fabric.
In Aqua-and-White
or Coral-and-White.

FOR GLAMOR DON'T FORGET TO THANK...

Those big Ripe Olives in the relish dish



Put the *glamor of Ripe Olives* to work for you as an ingredient, too. A postcard will get you Quantity Recipes, free. Address: Olive Advisory Board, 64 Pine Street, San Francisco 11.

● People who can afford to seek out glamor make the *niciest* patrons. Be nice to *them* by putting plenty of Ripe Olives in the relish dish.

Plenty, that is! Ripe Olives are for *eating* as well as for glamor...and one Ripe Olive leads to another pretty quickly. Notice that. It's one way patrons show their appreciation of Ripe Olives.

The other way is by many happy returns to your restaurant. Ripe Olives are very rewarding—to glamor-seekers *and* to you.





Recipes?

You'll Find

Them in

Club Management's

Recipe and Food Idea Booklet

Here, at last, is the booklet you've been waiting for. More than 100 recipes and food ideas from the best clubs in the United States.

Taken from the pages of CLUB MANAGEMENT, these recipes represent the best published in the past five years. Remember: These are recipes that have been tested in the finest clubs in the country—recipes that will delight your members.

Included in the 32-page booklet are the popular "Famous Recipes From Famous Clubs," special recipes for Lent, recipes from the best clubs in the country, and food ideas by leading U. S. and European culinary experts.

Just one new recipe or food idea that will please your members will more than repay your \$1 investment in this booklet. And there are many, many recipes and food ideas to choose from.

Price: Just \$1

Use This Handy Coupon Today!

CLUB MANAGEMENT
408 Olive Street
St. Louis 2, Mo.

Okay! I want "The Recipe and Food Booklet."

Here's \$1.00. Send it to me postpaid!

Name

Street

City Zone State



riveted handles for extra strength and rigidity.

Additional information is available from Dept. CM, Harlow C. Stahl Co., 1375 E. Jefferson, Detroit 7, Mich.



Custom-built for the Instituto Venezolano de Petroquímica, in Caracas, Venezuela, this incinerator has a rated capacity of 500 pounds per hour. Gas-fired, it measures eight feet square by eight feet high.

Designed and built by Winnen Incinerator Co. of Bedford, O., it was shipped completely assembled. Winnen specializes in custom-built incinerators and also has three standard lines ranging in capacity from four bushels to 30 bushels.

For more information on incinerators write Dept. CM, Winnen Incinerator Co., Bedford, O.

Disposing of rejected or broken bottles, etc., is now possible with the new Rescor bottle crusher.

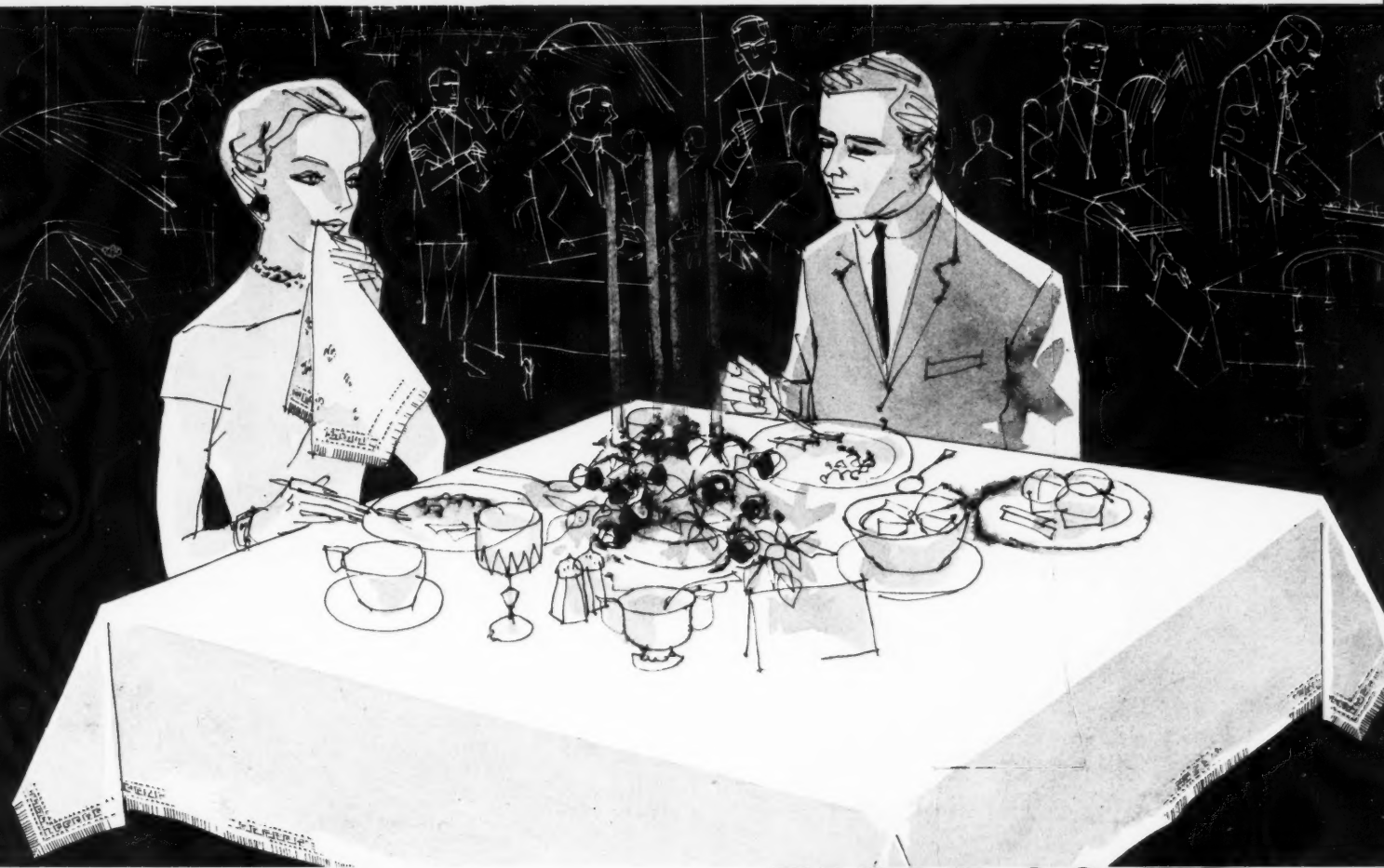


The unit features a totally enclosed motor, impervious to the water necessary to wash down equipment. The impeller or glass breaker is made of 30 per cent carbon steel and is guaranteed

not to bend or break under extreme usage.

Full specifications are available in a new data sheet on request from Dept. CM, Rescor Industries, 18 W. Broad St., Mount Vernon, N. Y.

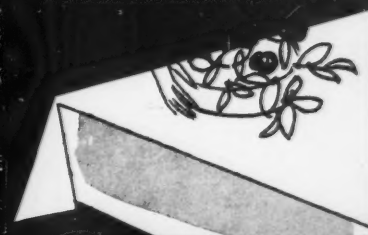
a completely **NEW** kind of table cover!
better-than-cloth service...throw-away convenience...



bright white!



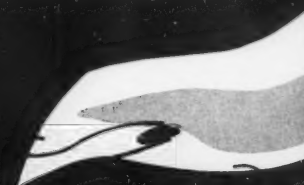
obvious freshness!



standard fold!
uniform size!



fabricized softness!



new **hoffmaster** Cellutex "400" **TABLE COVER**

*U. S. PATENT NO. 2,729,267

You have to *see, feel, and serve* these fabulous new Hoffmaster cellulose covers to realize that here is the first *major improvement* . . . the first *modernization* . . . of table covers within memory!
 It's the *first and only* table cover that offers better-than-cloth service with *throw-away convenience!* Only Hoffmaster makes it!
 You'll want to try it!

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to remind you to call your Hoffmaster merchant for trial offer. Or write us for his name.

HOFFMASTER COMPANY, INC., OSHKOSH, WIS. HOFFMASTER PACIFIC COMPANY, LOS ANGELES 21

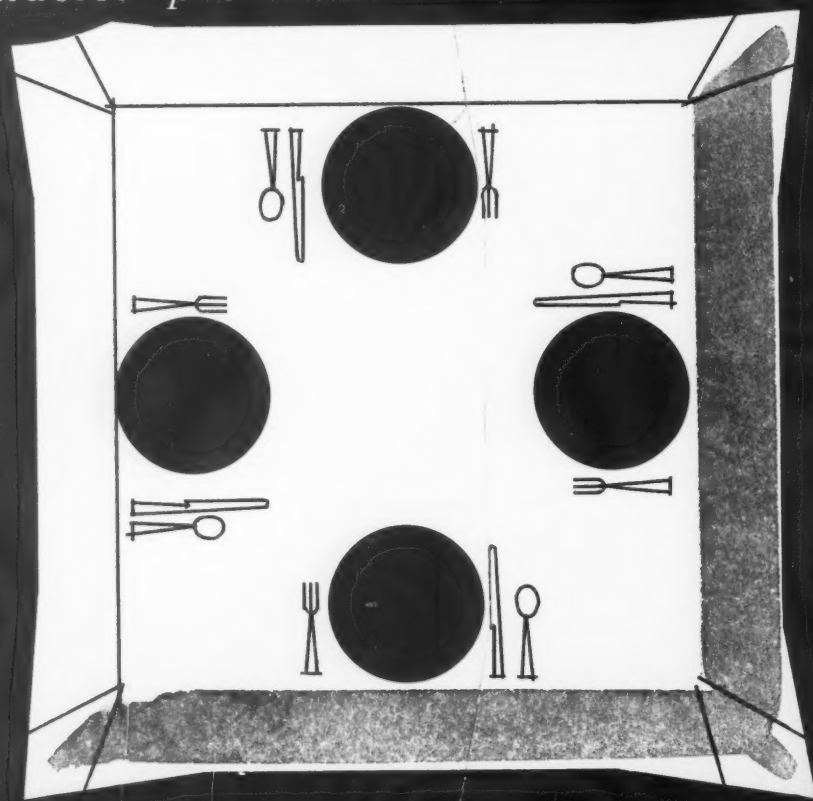
fortified strength!
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economical...
throw-away convenience



hoffmaster presents...



a completely new kind of table cover

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Billie Dorrough

Houston Conference

Whoa—Stop the Clock Tex-Ann-tics

By Billie E. Dorrough

Co-Chairman, Wives' Entertainment

It seems that this old Texas clock has evidently increased his stride and pace. His hands are gripping the reins awaiting the "giddy-up" signal to gallop into the homestretch of the CMAA Conference to be in Houston February 18-21. His whole face reflects an expression of great anticipation. We Tex-Anns have been attempting to wrangle him out of a few more hours a day in which to complete our plans for this momentous occasion. Otherwise, how can we possibly expect to surpass the excellent

wives' entertainment schedule of the past national conferences. You see, we are still reminiscent of the fun-filled frolics of these preceding years.

Since the educational phase is the primary purpose of these conferences, the foremen and top hands, in making arrangements for this Texas-sized roundup, are sticking by their guns in affording the very best possible educational program. So you ladies use every trick in the trade to persuade your husbands to come on down, and while they are "Solving Tomorrow's Problems Today" by attending those enlightening seminars, we will have a gay time attending a theater party, a style show by Neiman-Marcus, luncheons at a couple of the lush country clubs of Houston, learning how to prepare tasty tidbits, touring the lovely homes and gardens of our River Oaks area, and shopping in the most fabulous shopping center of the Southwest.

Would you like to take a peek into a more detailed report of the ladies' entertainment schedule?

THURSDAY, February 19—After a wonderful luncheon with our spouses in the Emerald Room of the Shamrock-Hilton Hotel, we will permit them to return to their educational sessions, and we will depart for a great afternoon of entertainment—a theater party. In order to include all of the wives of CMAA, there will be a special matinee presentation by the Playhouse and the Alley Theater (yes, it is really in an alley). There are several outstanding theaters in Houston which present "theater in the round," but the Alley Theater was recently honored by an invitation to give a presentation at the Brussels

You've heard of the State of Texas
In both poetry and prose.
We've told you all you're gonna get
But—we haven't mentioned clothes.
Now Texans can control all things
With a slight exception or two—
One thing is the weather
And the other thing is you.
Normally it's quite balmy—
Temperatures around 60 degrees
But it's been known to blow up a storm
And even come a freeze.
Good weather we have asked for
And should get (we're so close to
heaven)
You might bring a coat in case
The angels are all busy on Cloud Seven!
Now our programs, educational and fun
Are all done in a "Texas Way"
If that doesn't convince you to come
There's just nothin' more to say!
—Hank Otis

World's Fair. After the performance, we will enjoy the delightful refreshment of "tea" with the actors and actresses. Now, let's scurry back to the Shamrock—there is a glamorous evening ahead of you!

FRIDAY, February 20—No time for sleepy people in our schedule—be ready by 10:30 a.m. to board the busses for a memorable tour. In February, spring will almost be here, and pointing out the path for her arrival will be arrows leading to the beautiful gardens and homes of our River Oaks and Memorial Drive section.

The River Oaks Garden Club is famous for its annual Azalea Trail, the gates of which are usually opened the latter part of February or the first of March. We are hoping for a mild winter so that you who have never been to Texas in the spring may see the breath-taking view of the elegant
(Continued on page 62)

■ Responsible for the financial success each year of the conference are leading purveyors to clubs throughout the country. The conference committee has this list, so far, of those purveyors who are contributing to the Houston Conference:

Distillers Hospitality Committee, United States Brewers, Pepsi Cola, Edward Don, Angelica Uniform, Conway Import, Louis Glass Co., John Sexton & Co., Stitzel Weller Distillery, World's Finest Chocolate, J. P. Stevens & Co., Crown Meat Co., Stockyard Meat, Williams Meat, Armour & Co., Swift and Co., Acres Meat Co., Boyles Meat Co., Sterno, Wm. Liddell & Co., Ben-co Trading Co., CVA Company, National Souvenir, Aatell & Jones, Shenango China, Renfield Importers, Taylor Wine, Allen Bros. Meat, and Pfaelzer Bros.

Designer Tells the How and Why Of Remodeling a Private Club



The men's lounge, with a view to the dining room.

Design With a Purpose at Brentwood

By Paul Laszlo, A.S.I.D.
Beverly Hills, California

THE average onlooker, of course, will not even be aware of the great amount of necessary behind-the-scene planning and research in the evolution of our new club. To make the Brentwood Country Club, Los Angel-

es, functional, beautiful and comfortable like "an old shoe," it was, at least for me, a total designing job. Because I was called in during the planning period to work with the architect and the building committee, I was able to

apply my method of planning in executing the thousand details which make the club so unusual. From the lettering of the signs, the designing of the wall paneling, to the china used in the dining room and to every item, I paid equal attention. The problems of human behavior, the selection of all the colors, which should naturally please not only the designer but also the 500 members (and their wives), took a great amount of work. The able manager, Lee M. Seeger, was quite helpful.

It is reasonable to assume that Brentwood was built—without too much emphasis on design or planning—in the 1920's as a private club. In 1947, several of the present members acquired the property and founded the Brentwood Country Club. The good times in the United States since the end of the World War made it possible to increase membership. The men's locker rooms were in very bad shape and inadequate. The kitchen and the kitchen tools were old-fashioned and inefficient. The dining room was uninviting and many hallways were just empty holes. The ladies' locker room was in the basement and had a very tight locker arrangement. (Apparent-

A view from the main lounge to the Terrace Grill at Brentwood.



ly in the 1920's the lady golfer was not yet emancipated.)

On the second floor were the dilapidated guest rooms—always a very costly nuisance to the club.

Last, but not least, the men did not have a separate dining room and the card rooms were small, noisy and badly illuminated.

It took two years and many changes to arrive at the final plan, and it took 18 months' construction work to finish up the entire work. Of course, during the time of the rebuilding, refurnishing and redecorating, the entire club, with certain curtailments, was in operation.

The general conception of designing the interiors of the clubhouse was to give a dignified and contemporary feeling, and at the same time make it artistic and exciting. The materials were selected, not only for artistic reasons, but for practical purposes.

All the table tops are either Formica or Micarta. In many rooms they are inlaid with glass mosaic or given other very interesting treatments.

All the wall coverings were selected for easy maintenance.

The main dining room has a sculptured plastic wall covering called "Mirage." Some of the other walls, as in the main lounge and the men's locker room, are covered with plastic "Koroseal." Walls in the main lounge are paneled with a specially designed corrugated stained hardwood, and the walls in the Terrace Grill have mosaic tile covering. The entire fireplace is veneered with Fulget Italian marble, and the generous proportions of seating facilities at the fireplace are very welcome at large parties.

All ceilings have acoustic qualities. Especially interesting are the acoustic tiles used in the three main rooms

which, by using a new process, give a colorful and interesting effect.

Regarding the colors, the main dining room, main lounge and ladies' card room are in charcoal with charcoal carpets. The golfers' grill has a Kelly green carpet. The ladies' locker rooms are partly in rose color and partly blue. The men's locker room has also a Kelly green plain carpet and all wall colors are complementary.

Here are some of the major changes:

1. The men's locker room on the ground floor was enlarged by an additional 2400 square feet and provides new facilities for the steam room, shower room, quiet room, etc. A new lounge arrangement was designed for sitting around, looking at TV and some bridge playing. New two feet wide and twenty-one inches deep steel lockers were provided for the convenience of the members and their guests, and the entire area was carpeted with Holmes carpet No. 282-8277. New acoustical ceiling, new lighting, and "Koroseal" wall covering were installed in the lounge area. An adequate supply of benches, mirrors, ash trays and telephones make the men's locker rooms the pride of the club.

2. The ladies' locker room, including all facilities, was transferred to the second floor, which can now be reached by an Otis elevator from a small lobby located very close to the 18th hole. Since all guest rooms were eliminated, we found, besides the ladies' locker rooms, space for two committee rooms, which were badly needed.

3. The kitchen was enlarged and completely redesigned and refurnished with the newest and best equipment.

4. The main dining room east wall



A view of the main dining room at Brentwood.



The Terrace Grill.

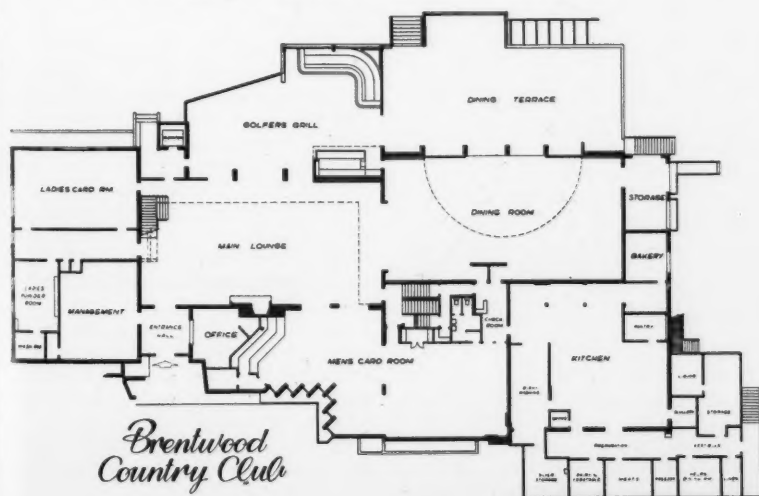
overlooking the fairways was opened up with new plate glass and aluminum sliding doors opening out into the patio, which has a terrazzo floor. This change adds to the expanse of the dining room and the needed space for large parties (600 to 700 people). The entire dining room was rebuilt and refurnished. Through the design of a furred and half circular ceiling, it looks more elegant and creates a more pleasant atmosphere for dining. Several service stands for new and soiled dishes and linens were also installed. In this type of service stand an ice maker and coffee warmer are built-in, which all makes it easier to operate the dining room. For the benefit of the waiters carrying 40 to 50 pounds of food and service trays, on the left-hand side, there was an automatic door opener provided, to and from the kitchen pantry.

5. The main lounge with its furred down, acoustical ceiling striated and blue colored on the edges, creates a warm feeling. A new staircase, new fireplace and the open east wall to the golfers' grill make it a very pleasant sitting room.

6. Of course, the most favored part in the clubhouse on the main floor is the new addition to the building—the golfers' grill. Here are the beverage and food bars. The members meet here for breakfast, luncheon and for

(Continued on page 63)

The floor plan of the main part of Brentwood Country Club.



Waitress Manual of the Wakonda Club

E. J. Ehmann

Wakonda Club
Des Moines

THE dining room and grill, or restaurant as we shall call it here, makes one of the most important departments in the Wakonda Club. Unlike some other departments, the restaurant serves every member of the family, and is therefore the most important part of the club from the standpoint of the responsibility attached to it.

Serving the membership is not unlike the regular service in hotels and restaurants where high standards in food and service are maintained, except that the hotels and restaurants are open to the public, while Wakonda caters only to a selected membership, who pay dues for the privileges of using the club's facilities. It is therefore very important that we remember at all times that while the patron of a hotel dining room or restaurant is required to pay only for his food, the member in this club pays in addition to cost of food, the dues which permit him the privilege of using our depart-

ments. Therefore it is evident that the club is on a much higher plane than are hotels and restaurants.

The service you render to the members is as dignified as the service of those who work for them in their offices. To be a good waitress requires even more qualities than do most positions in business. In business, a girl has usually one or at most a few to please, while, in the club, the whole membership notices your qualities or defects.

You alone can determine whether you will be a success or failure. Try to develop personality and efficiency. Above all, be pleasant and sincere and loyal at all times. Remember, we can forgive errors of judgment, but we cannot forgive errors of heart. If you have difficulties in your work or otherwise, feel free to discuss it honestly with your hostess or manager at some convenient time.

Visualize the club as a wheel with the manager as the hub and you as one of the spokes. One weak spoke will weaken the whole wheel.

Earnestly feel that you have a very definite task to perform and that you are going to do everything in your power to perform that task well.

The purpose of this manual is to help you to carry out our program, "Better Food and Service," and make a success of our club, as well as of ourselves.

Service

1. Be constantly alert to give attention to the needs of the members and guests.

2. Handle dishes and silver quietly. This is very important.

3. Place and remove dishes from the

left in all serving, except beverages which are placed to the right.

4. Take hold of dishes on outside, never let fingers or thumb touch the inside of a dish.

5. Handle cups and silver by handles, glasses at base.

6. Inspect all dishes and silver for cleanliness before serving.

7. Be sure that glassware and china are perfectly clean and not chipped or cracked.

8. Serve ladies first at tables where gentlemen are seated.

9. Clean table well before serving dessert.

10. All crumbs are to be brushed on a tray, dish or gathered into a towel.

11. Be sure to use a clean towel in cleaning the table.

12. Refill water glasses as guests may choose to remain seated after the meal.

13. If beverage is spilled in the saucer, change or drain and wipe same at stand. If napkin is dropped, change with a fresh one.

14. Take your serving tray back to kitchen with each trip.

15. Always use hot plates to serve hot food. Always use cold plates for cold foods.

16. Never rush or take away food from guests without first asking if you may do so.

17. See that water in jugs is always properly chilled by placing ice in them whenever required. Place one cube of ice in each glass unless requested not to do so.

18. Have check ready for the member's signature immediately after serving the last course.

■ Due to a misunderstanding on CLUB MANAGEMENT's part, portions of rules on waitress training in the October issue were attributed to Robert L. Brake. Mr. Brake informs us that the instructions on courtesy and appearance were taken from a Waitress Manual prepared originally by E. J. Ehmann of the Wakonda Club. Thus, we are now publishing other parts of Mr. Ehmann's manual in this article.

19. All checks must be accounted for to your hostess.

Things to Remember

1. Be on time.
2. Stand squarely on both feet, hands down, never stand with hands on hips or with weight on one foot.
3. Do not hum, sing or whistle, either in the dining room or kitchen.
4. Do not put hands to face or hair while on duty.
5. Talk only of business during business hours.
6. Never chew gum.
7. Stand erect at your station.
8. If obliged to leave the floor during service hours, report to your hostess.
9. Be sure to call your order to the chef correctly—do not guess.
10. Never show impatience if a member is slow in ordering. If you happen to be very busy and other members require your attention, ask them to please excuse you for a minute.
11. Do a good turn every day by watching your neighbor's station. Little services rendered by you to those who are not members will pay the highest dividends to both you and the club, so don't forget to be a good neighbor.
12. It is an accepted belief that a waitress does not like to serve women guests. This is an indictment of your own self. Make every effort to refute this belief by giving the kind of service and courtesy you would like to receive yourself if you were the guest.
13. Never use the term "they," when referring to "Wakonda." Always say "we." You are a part of this organization and should be proud to feel that way about it. If the member finds fault with us, part of the complaint most likely belongs to you. If we are complimented the chances are that nine times out of ten you were responsible for it by the contribution of good service.
14. Never leave your station after concluding your lunch or dinner period without reporting to your hostess, for arrangements to have someone take over your station, if there are guests still remaining who might desire additional service after your leaving.
15. Never leave your station until it is thoroughly clean and in order.
16. Never have your family or your friends call you on the phone in the club before nine o'clock a.m. nor later than eleven o'clock a.m. You may notify those who have the right to call in case of emergency, to call the office, and the message will be relayed to you; please remember that you cannot be called to the telephone

at any other time than stated above.

17. Return catsup, chili sauce, mustard, horse-radish, oil, vinegar, and other condiments back to the pantry immediately after your guests are through with them. Never let them stand in the dining room.

18. Keep your quarters clean and orderly.

Constructive criticisms and sugges-

tions, whether they be those of your own, or those of the members, are invited by the management of Wakonda. By so doing, it is indicative that you are alert and conscientious and therefore are trying to make our club outstanding, not only in food and service alone, but in atmosphere and activity as well, and therefore a better Wakonda Club.

How We Staged Our Diamond Jubilee Celebration

By Leslie L. White, Manager

Wykagyl Country Club
New Rochelle, New York



Wykagyl's senior members participate in the cutting of the diamond jubilee birthday cake, left to right: T. Val Bermingham, Robert R. Appleby, Ernest W. Hill and Alex G. Ritchie.

INVITATIONS on the occasion of our 60th birthday were sent to all classifications of membership in the club and for the first time in the history of the club, house (non-golfing) members were invited to participate in the golf tournament. Men desiring to play in twosomes or foursomes were given starting times before 11:30 a.m., after which the mixed foursomes took over for the balance of the day.

Handsome sterling silver individual prizes were given for first, second and third low net scores in all events, mixed foursomes, ladies' individual and men's individual.

The winning pair in the mixed foursomes besides receiving a silver prize had their names engraved on the Diamond Jubilee Plaque; a permanent trophy of the day, specially made for the occasion, had a mahogany background 14½ in. by 24 in. carrying a heavy bronze replica of the club's insignia surrounded by a circle of brilliants and carrying the inscription "1898-1958 DIAMOND JUBILEE, 60th Anniversary"; below this in two columns were arranged ten name plates on which will be inscribed each year's golf tournament winners in the foursome event.

Commencing about 7:00 p.m., cocktails and hors d'oeuvres were served at the Terrace Bar, an outdoor terrace, partly awning-covered, overlooking the 9th green and the 1st and 10th tees. Cocktails were followed by dinner, which was served about 8:30 p.m. in the club's Plantation Room to a capacity crowd.

The dining room tables were decorated with special arrangements of gold and white flowers. The menu:

Fresh Fruit Cup St. Jacques
Seafood Newburgh, en Cocotte
Roast Sliced Filet Mignon,
Bearnaise Sauce
Peas au Beurre—Grilled Tomato
Hearts of Romaine a la pate de Maison,
French Dressing
Special Ice Cream forms with
Wykagyl's own 60th Birthday
Cake, and coffee

The cake was a four-tier affair in gold and white, properly inscribed, the outer rim ablaze with candles. The four senior members of the club cut the cake.

After the main course, the master of ceremonies introduced several of the club's long-time members whose membership was registered from 45 to 50 years ago. Following this members of the present board of governors and officers, present, as well as past, were introduced. At this point presentation of the permanent Diamond Jubilee Plaque was made to the president of the club, and the chairman of the golf committee distributed the golf prizes.

Dessert and coffee were then served and the souvenir of the day distributed to all, which was a key chain with a commemorative bangle.

After this the first and subsequent entertainment features were introduced and dancing took over for the balance of the evening.

How to Operate Your Club More Efficiently

By William M. Haberkern

Harris, Kerr, Forster & Company

IF I could select one fault most common and damaging in its effect on clubs, it would be the failure to let the "manager manage"; to tie his hands with petty politics, and the personal, selfish whims of any of its individual officers, board or committee members, so as to restrain him from maintaining his operations on a businesslike basis.

If a financial surplus is accumulated, the manager is subject to criticism, for the member believes such surplus represents a failure to provide benefits to which he is entitled. On the other hand to incur a deficit is to portend an assessment which he usually feels to be inexcusable.

Let us look at the economic picture in club operation across the country and see whether the future for a club manager is a "rosy one." In the annual study of our firm, covering 100 clubs, both town and country, we found the annual net operating cost per member to be \$111 in city clubs and \$253 in country clubs. Balance these costs against your annual dues, and little remains for debt service, capital improvements, etc.

Even though the membership of a club be high, it is usually a small segment of its complement that regularly patronizes its revenue producing facilities. A recent analysis in one of the larger Bay Area country clubs during two peak volume months, indicated that on the average 28 per cent of its membership did not patronize the club at all, and 40 per cent spent \$5 or less per month. When we consider that, exclusive of admission and transfer fees, only about 30 per cent of the average club's income is

derived from dues, this lethargy in patronizing its revenue producing activities is appalling.

Many plans have been offered as a cure for the problem. The most often mentioned is one whereby each member is required to spend a fixed amount each month for food and/or beverage. Usually these monthly quotas are cumulative but must be consumed by year end. Although the plan may accomplish its purpose financially, it has not proved too popular. In country clubs, many members retain their membership solely for sports activities, and resent being forced to "swell" food and beverage sales. Furthermore, the "cumulative" feature is exercised by too many members at the same time, placing an undue strain upon operating facilities at certain periods of the year, particularly during the holidays.

There are those of you who logically reason that club facilities are always available to all members, whether or not they see fit to use them; therefore, that all fixed op-

erating charges should be borne equally through the member's dues, and that any departmental profit should be reserved for improving those facilities which are their source. This, of course, would mean a sizable increase in the dues structure of most clubs.

Whether we agree or disagree that we have just experienced a mild economic recession, we are certainly becoming more and more self-conscious about our spending. Club dues usually fall into the category of "nonessentials" and are likely, therefore, to be number one in that line of things we can do without. Any material increase in dues should be considered with the utmost prudence.

Since we have reviewed the problems what are the solutions?

Management should not think in terms of raising prices and/or dues until maximum profits are obtained from present operations. That means putting your club operation on a business basis, for in a final analysis it is a business, and some clubs are "big business." Let us consider, therefore, the ingredients of good business management for a club.

The responsibilities and authority of the board, officers and employees, as provided in the bylaws should be clearly set forth in an organization chart. Every club needs such a chart. Even though the chart be simple, it clearly delineates the flow of authority from the board of directors to the officers, and on down throughout the entire organization. It provides a definite plan of operation, a definite assignment of responsibility, and aids

(Continued on page 60)

Mr. Haberkern, who is manager of management advisory services for Harris, Kerr, Forster & Co. in San Francisco, spoke at the short course for managers at Stanford University this past summer. This article is based on part of his speech, and another article on beverage control, from his speech, will appear at a later date.



Peak of perfection

Within the towering walls of the world's largest and finest stockhouse Miller High Life is brought to its final peak of perfection, ready for the discriminating tastes and pleasures of those who appreciate the finer things in life. Today . . . more retailers than ever are finding that Miller High Life quality is worth more . . . because it means confidence from a more discerning public.

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Quality Brandwagon!



*The Champagne
of Bottle Beer*



Watch
All-Star Golf
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A Look at Club Dues Structure

- - - and When to Increase Dues

By Charles E. Errington, Manager

Bel-Air Bay Club

Pacific Palisades, California

PROBABLY the most serious problem facing club boards of directors and managers today is keeping dues structures current with the continuing inflationary trend in operating costs.

Dues income should certainly be expected at least to cover club operating costs that cannot logically or properly, from the accounting standpoint, be charged to departmental operations, as well as a depreciation figure based on a realistic useful life expectancy of facilities and equipment.

A recent national survey of clubs made by a nationwide accounting firm indicates that dues structures fall considerably short of meeting these categories of expense, leaving nothing to subsidize losses that might and, I'm sure, do in many instances occur in departmental operations.

In spite of careful and competent management many clubs have found that due to circumstances peculiar to clubs as opposed to private enterprises it is impossible to avoid certain departmental losses, particularly in the catering department. However, the catering department or other losing functions, in most instances, cannot be eliminated without losing the character, convenience and prestige that interest most people in club membership.

Now let us explore some of the peculiarities contingent to club operational departments. One, I think, would be the limited market for club services. Next might be the innate resistance on the part of club members to prices charged for services because they also pay dues. Another peculiarity is the difficulty in forecasting patronage for departmental services. All

of these factors have a definite bearing particularly on catering department operating results.

The limited market forces some clubs to offer dinner services on only two or three nights per week while a substantial portion of the basic payroll remains the same as though it were producing revenue every night. Inability to properly anticipate attendance contributes to food losses as well as wasteful use of expensive personnel.

Prices charged for club catering services are often lower than those prevailing in comparable restaurants. This is true despite the fact that other factors being equal the unit cost per meal served in clubs is generally greater than in comparable restaurants, simply because of the unequal opportunity for table turnover. Restaurants seat only so many people and are staffed in the dining room and kitchen accordingly. During peak load periods tables are often turned over from two to three times per meal period, thereby doubling or tripling the productivity of the payroll. In clubs it is seldom possible to achieve any appreciable table turnover because members expect and should be accommodated without delay. Dining facilities are therefore usually expanded to meet the demand in one seating rather than several.

When dues income is insufficient to cover charges that should properly be made to dues and in some instance to subsidize departmental deficits, the resulting losses can be cushioned for a time in two ways. One, by the use of depreciation funds. The other, by the use of funds accruing from mem-



Charles Errington

bership sales. This is of course capital income and should not be used for operations. Such practice merely retards the day of retribution. Depreciation is a very real expense, and unless cash is accumulated in direct proportion to a realistic depreciation figure, then a substantial assessment is bound to occur sooner or later. The same applies to the use of capital funds because in clubs where members have a proprietary interest the facilities limit the number of new members, therefore the continuity of such income.

Periodic adjustment of dues as conditions require, no matter how painful, is usually more acceptable than large lump sum assessments. It has also been my observation that the dues route of defraying departmental losses is also more palatable than the

(Continued on page 63)

NOW!

The most convenient Rock & Rye bottle
in a quarter of a century!



EASIER TO GRIP!

Pinched sides allow the hand to hold bottle conveniently.

EASIER TO POUR!

Rough surface helps to prevent bottle from slipping in hand.

EASIER TO CONTROL!

A plastic insert allows the liquid to pour while holding back solids.

Another innovation by Leroux to make bar service easier... another reason for using Leroux Rock & Rye (with fruit or with genuine rock candy crystals) in mixing quality drinks. Ask your Leroux salesman.

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The world's finest cordials

Leroux & Co., Inc., 1220 Spring Garden St., Phila., Pa.

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GETS CUSTOMERS' ATTENTION!

Authentic "coffee pot" design attracts your patrons, invites inquiries, and makes extra sales.

EASY TO POUR!

Special lips allow Creme de Cafe to flow evenly and smoothly into glass.

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Job Description for a Manager

South Shore Country Club
Chicago

(A) Major Functions

1. Responsible to the chairman of the house committee for the proper management of all aspects of the club's activities consistent with the policies and objectives and in accordance with the rules and regulations established by the board of governors of the club.

2. Responsible for cooperating with and assisting officers of the club and chairman of the various committees with their functions as outlined in the bylaws.

3. Responsible for the procurement, development and maintenance of a competent and adequate operating organization with respect to both its structure and its personnel.

4. Responsible for training, including safety and accident prevention, and guidance of employees of the club.

5. Recommends to the appropriate officer or chairman of the appropriate committee changes in policy, operational activities, etc., which will promote and result in greater efficiency and more satisfaction to the club members.

6. Maintains an up-to-date operations manual covering policies, rules, regulations, practices and procedures to be followed.

7. Responsible for the strict adherence by all employees to the rules and regulations.

8. Responsible for administering proper controls covering purchases, manpower usage, and inventory of all supplies and materials where required.

9. Responsible for instructing personnel as to proper dress, decorum and demeanor and to encourage all employees and set by example actions that will reflect credit to the club and satisfaction to its members.

(B) Specific Responsibilities and Authority

1. Responsible for the establishment of controls to prevent expenditures in excess of \$300 unless approved by the finance committee except for necessary supplies.

2. Authorizes expenditures not in excess of \$300.

3. Has authority to sign checks with the comptroller or assistant manager for disbursement of payroll charges and general expense items that are attended by proper voucher.

4. Initiates proposals for presentation by the appropriate individual to the board of governors in connection with new contracts or renewal of contracts.

5. Responsible for assisting committee chairmen in preparing sketches, checking blueprints, specifications, etc., for any work to be performed by an outside contractor. He is to assist in securing bids, checking quotations and making recommendations to the chairmen of the various committees. Extras or major changes in plans as approved that will cause an overrun of approved expenditures of more than ten per cent shall be referred to the chairman of buildings and grounds committee or the chairman of the house committee who will present any such revision to the officers of the club for approval.

6. Responsible for obtaining approval of the board of governors or the officers of the club to employ any outside agencies or consultants.

7. Responsible for continual inspection of all equipment where necessary to be certain it is operating satisfactorily and being operated in conformance with city and state laws.

8. Responsible for the inspection of all equipment, buildings, machinery, etc., and making recommendations for repairs, replacements, additions, changes, etc., through the appropriate channel.

9. Responsible for not exceeding

amounts of budget, appropriations or other expenditures authorized by the club.

10. Responsible for handling union negotiations and obtaining clearance from the chairman of the house committee before committing the club to any changes.

11. Responsible for the continual appraisal of club personnel and presenting to the chairman of the house committee recommendations for all adjustment in rates with appropriate explanation.

12. Responsible for obtaining approval from the chairman of the house committee for employing personnel other than those normally employed on a part-time basis.

13. Approves discharge or other disciplinary action of nonsupervisory employees and prepares written report to the chairman of the house committee or president setting forth reasons for action taken.

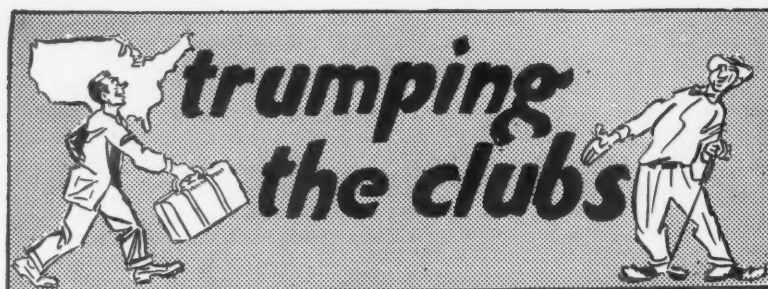
14. In cases of emergencies requiring immediate action, in order to protect the safety of personnel and property of the club, the manager is authorized to act on his own initiative, provided there is not sufficient time to obtain approval of the chairman of the house committee or other officers of the club.

15. Responsible for the proper delegation of responsibilities and authority through written job descriptions to effectively realize the greatest potential in each supervisor in his current position.

(C) Relationship

The manager is directly responsible to the chairman of the house committee. However, he is expected to cooperate with and assist the chairmen of the various committees in performance of their duties. The manager shall report any conflicting circumstances and instructions to the chairman of the house committee who will at his discretion handle such problems further or resolve them immediately.

■ This job description of a manager's duties was sent to us by A. J. Edmundson, general manager of Chicago's South Shore Country Club. According to reports received by CLUB MANAGEMENT, job descriptions for both managers and other club employees are becoming increasingly popular.



John Steinberg

John Steinberg, former manager of Hillcrest Country Club, Los Angeles, died in September following a long illness. Mr. Steinberg retired in January, 1956, after having been manager of the club for 18 years.

Mr. Steinberg was the author of several articles that appeared in *CLUB MANAGEMENT*.

He was a member of the CMAA and the Club Managers' Association of Southern California. He had long been active in both national and local association activities.



Arthur D. Hair reports that he and Mrs. Hair have resigned as manager and assistant manager of the Chattanooga (Tenn.) Golf and Country Club and on November 15 left on an extended tour of the South. They had completed three successful years of management of the club.



James A. Lynch has been appointed general manager of the Naples Beach Club and Naples Hotel, Naples, Fla., succeeding Phil Harris who has resigned. Mr. Lynch goes to the Naples post after managing positions at Tennis & Racquet Club and Union Club, both of Boston; Ponte Vedra (Fla.) Surf Club; Shoreacres, Lake Bluff, Ill.; and Bal Harbour Beach & Yacht Club, Miami Beach.

Val Mason, 68, has retired after 23 years as manager of the Toronto Hunt Club, Toronto, Can. Mr. Mason, who went to the club in 1935, has built a home overlooking the club's eighth green and will spend most of his time there.

Born in London, England, Mr. Mason started his career as a beer waiter when he was 14. Two years later he sailed to Australia and spent time as a Sydney hotel waiter, mail sorter and sailor on a small vessel plying the South Seas.

He returned to England, served with distinction in World War I and then went to Canada as a waiter at the Chateau Frontenac, Toronto. He later became head waiter and when the Royal York Hotel opened in 1929 he was appointed assistant manager. He stayed there until he moved to the Toronto Hunt.



Riverbend Country Club, Sugar Land, Tex., is the new address of J. L. Langton, who reports he will assume management of the club on January 5. Formerly he managed the Great Bend (Kan.) Country Club.



W. L. Jack Edmunds

Now manager of the Grant Heights NCO Club, APO 925, San Francisco, is Jack Edmunds, who reports this is his third trip to Japan. He has been associated with five clubs there.

Mr. Edmunds has also managed service clubs in California, and attended a short course in club management at Cornell University sponsored by the Air Force.



William D. Thew has accepted the position of manager of the Oaks Country Club, Tulsa, and writes that it is a fine club and, "We even have an oil well outside our clubhouse."

Mr. Thew has been in club work for 20 years, the past ten years being divided between the Chicago Town and Tennis Club and Forest Hills Country Club, Rockford, Ill.



Head Chef Arnold Von Kaenel, Wykagyl Country Club, New Rochelle, N. Y., is shown loading Wykagyl's exhibit of buffet dishes into a station wagon preparatory to taking them to New York where they won a first prize for "practical buffet dishes" in the salon of culinary art at the National Hotel Exposition held at the New York Coliseum in November. The exhibition pieces were made by Chef Kaenel and Paul Mounicou, cold cook, who completed two.

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NEW! SEXTON FAST-DRY AEROSOL RINSE INJECTOR

Greatest advance in 25 years for mechanical dishwashing

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Glasses sparkle! Silver gleams! No spots! No toweling! Eliminates
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Aerosol Pressure Injects Wetting Agent

Sexton Fast-Dry Aerosol containers utilize constant pressure to inject wetting agent which breaks the surface tension of rinse water. This action allows droplets to run off immediately.

Aerosol Rinse Injector Gives Greater Economy

Sexton Fast-Dry is injected under pressure into the rinse line from the aerosol container. This means the wetting agent is more efficiently used ... turns out a better dishwashing job at lower cost.

- ★ Speeds up service ★ Easy to install
- ★ Reduces cost ★ No moving parts
- ★ Completely automatic ★ No special plumbing ★ No electrical hookup
- ★ Fits any machine ★ No switches
- ★ No maintenance ★ No pumps
- ★ No solenoid valves

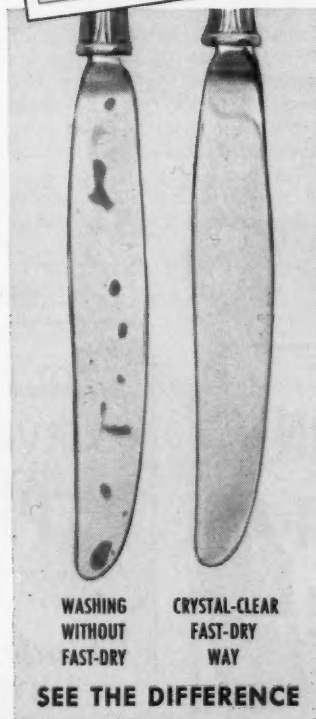
Easily, Quickly Installed

Sexton Fast-Dry can be attached to any dishwashing machine in less than one-half hour. There's no electrical hook-up, no special plumbing, no pumps, no switches, no valves, completely automatic, has no moving parts.

Control is 100% Efficient

A monitor gauge is mounted on the Sexton Fast-Dry. When the container needs replacing, the monitor gauge shows red. Replacement aerosol containers available from any Sexton branch office or representative. Can be installed in seconds.

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Mrs. Eleanor Swanner

Briarcrest Country Club, Bryan, Tex., has named Mrs. Eleanor "Ellie" Swanner manager. She was formerly associated with Westwood Country Club, Houston, as assistant manager.

Briarcrest is a family club which was opened in June, 1957, and has complete facilities, including a large patio for outside dancing and an Olympic size swimming pool. Plans are under way for an 18-hole golf course. C. M. "Buster" Halsell is president.



Manager E. Newton Mullican and the Columbia (Mo.) Country Club received a fine tribute through a big spread in the *Columbia Missourian* for the outstanding dinner which was featured at the club's annual buffet and dance, held on November 29, following the University of Missouri's homecoming football game.

The buffet featured decorated hams, was correct in every detail, and was served from 6:30 to 8:30 with more than 220 club members and guests attending. Nearly 200 remained for the dance which followed.

January 1 will mark T. W. Borden's first anniversary as manager of White Bear Yacht Club, White Bear Lake, Minn. He was formerly manager of Golden Valley Golf Club in Minneapolis.

Mr. Borden reports that summer activities are built around sailing regattas and that his 250-membership club also has an 18-hole golf course, tennis courts and a swimming pool which makes for an all around family club.

Buffets are popular at White Bear and are featured both on Thursday family nights and for Saturday night dinner dance. Sunday mornings Mr. Borden features a "Sailors' Brunch," again buffet style, featuring dollar size pancakes.



William J. Manduke, former manager of the Town and Country Club, St. Paul, writes that he is now manager of the Country Club of Terre Haute, Ind.



After six years as manager of the Gull Lake Country Club, Richmond, Mich., Franz Bauer completed his contract on November 22 and is now devoting his full time to the Colony Club, Kalamazoo, Mich.



Carl J. Suedhoff, remembered by many CMAA members as manager of the Fort Wayne (Ind.) Country Club for 25 years, recently made the financial pages of the *Fort Wayne News-Sentinel* when his company merged with two other chemical companies to become the Inland Chemical Corp. Mr. Suedhoff is chairman of the board and treasurer, and his son, Carl, Jr., serves as secretary and general counsel.



The San Diego Club will be the site of the 42nd Annual National Three-Cushion Billiard Tournament from February 27 to March 7. Representatives from leading athletic clubs in New York, Buffalo, Grand Rapids, Cleveland, Milwaukee, Minneapolis, Chicago, Denver, Los Angeles, and San Francisco will compete. Other clubs interested in entering this tournament should write Roy Edgren, Illinois Athletic Club, Chicago.

All evening games will be played in formal attire and highlight of the tournament will be a special exhibition by Jake Schaeffer, Jr., world champion from Cleveland, and Willard Hart of Chicago.

Shown above are tournament Co-Chairman Craig Howry; last year's runner-up Jim Dowling; William A. Shultz, co-chairman; and Frank O'Connell, promotional chairman, and general manager, all of the San Diego Club.



The Eugene (Ore.) Elks Club was completely destroyed by fire on December 11. The blaze broke out in the basement and had eaten through the first floor which collapsed shortly after firemen responded to the general alarm.

As reported by the *Oregon Journal*, Portland, Bill Van Nuys, lodge secretary, said the building and its contents, valued at \$500,000, were fully insured.

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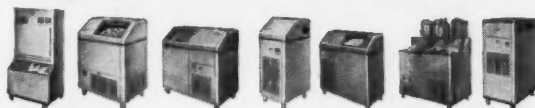


*Super
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Capacities
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Lee P. Blaser, former manager of the Cleveland Club and the Buffalo Athletic Club, it was recently noted, is now connected with Macy's in Kansas City, Mo., and in October appeared on the program of the Seventh Annual Training Conference at the University of Kansas.

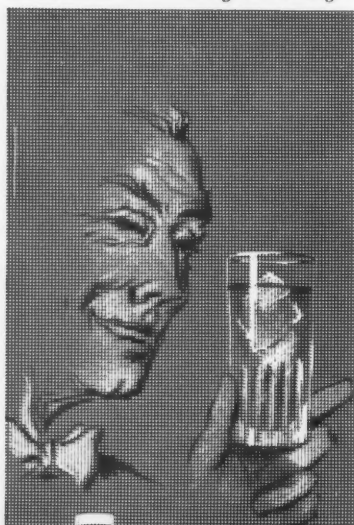


Robert M. Wetherell, Orlando, Fla., died in November, according to word from the CMAA office.

Mr. Wetherell was 72 years old and joined the CMAA in 1953. An associate member, he formerly was manager of the Country Club of Orlando.

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Gordon High, manager of the La Jolla (Calif.) Country Club, reports that plans are progressing rapidly toward the development as residential property of the 20.2 acres of land adjoining the golf course. The club sold the land this summer for \$220,000 cash, and the half-acre lots as finally developed are expected to set a new high for property value in San Diego County.



Lloyd G. Weber reports that he assumed duties as manager of the Mayfield Country Club, Cleveland, on December 9. Mr. Weber's previous posts have included Zanesville (O.) Country Club; Shawnee Country Club, Lima, O.; River Forest Golf Club, Elmhurst, Ill., and Joliet (Ill.) Country Club.

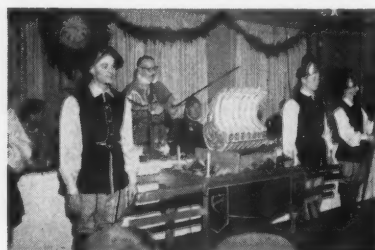
Mr. Weber's older son, Lyle, is catering manager at the Fort Wayne (Ind.) Country Club and younger son, David, is in his second year at Denison University.



Frank Macioge, manager of the Kalamazoo (Mich.) Country Club, has sent us his club bulletin which reports that his club will be celebrating its 50th anniversary this year. The bulletin tells of the founding of the club in 1909 with 75 members and of its history since then. Included with the bulletin was a drawing of the club's original golf course.



Paul J. Simmons reports he has accepted the position of manager of the Century Country Club, Scottsdale, Ariz., which is being built at the present time and when completed will have a membership of 400.



The Athenian-Nile Club, Oakland, Calif., on December 17 held its 75th Annual Christmas Dinner. The above photo was taken several years ago, but illustrates the type of program and good cheer that is enjoyed by the members. The program "seeks to combine indulging the Genial Hour with the significance of the Christmas Story." Manager Joseph McConahy writes that this traditional Christmas dinner program has changed with the years, but is always well attended, as it should be—cost to members is \$15 per plate, and cost to the club is about \$45 per person.

Spokane (Wash.) Country Club has begun a \$100,000 expansion program which includes a swimming pool, women's locker rooms, addition to the golf shop and a junior recreation area and locker room. The work is expected to be completed by spring.



Manager Harry R. Langdon, Lotus Club, New York City, reports a novel way of making club note paper by using club publicity that has appeared in the newspapers. He clips publicity items and makes a layout across the top of a page and down the side, then has this planographed. The resulting page leaves room for notes on the eight by ten page, and reminds the reader of the various dinners, etc., held recently at the club. Copy is changed whenever the club has "anything to write home about."

Mr. Ford Dies

William S. Ford, Sr., 85, founder and president of the Ford Hotel Supply Co., St. Louis suppliers of equipment to clubs and other institutions, died December 2.

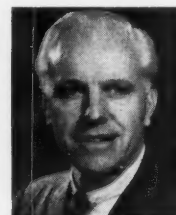
Mr. Ford was well known to club managers in the area and his firm has equipped many Midwest clubs. He is survived by his widow, Mrs. Adele Harris Ford, two sons, John H. and William S. Ford, Jr., and a daughter, Mrs. Marion Ford Ferriss.

At the time of his death, Mr. Ford was retired from the active running of the business which is being conducted by his sons.

Named Vice President

James P. Connelly has been elected a vice president of Van Munching and Co., Inc., importers of Heineken's Holland Beer, it has been announced by Leo van Munching, president. Mr. Connelly is metropolitan sales manager of the company and has been associated with the sale of Heineken's Beer for the past 20 years.

The appointment was announced at a dinner commemorating the 25th anniversary of Mr. van Munching and Heineken's Beer in this country. A sterling silver tray, engraved with the signature of every member of the company's sales department was given to Mr. van Munching.



J. P. Connelly

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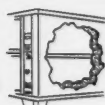


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24 MODELS IN 7 FINISHES
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BLENDING WHISKEY. 86 PROOF. 65% GRAIN NEUTRAL SPIRITS. SEAGRAM-DISTILLERS COMPANY, NEW YORK CITY.

Illini Chapter, Six Years Old, Is Growing Progressive Group

By William Cook, Manager

Illini Country Club, Springfield, Illinois

THE Illini Chapter was organized in the fall of 1952, received its charter at the 1953 CMAA conference in Cleveland, and held its first official meeting in Peoria on March 30. Robert B. Weiss was our first president, and at that time was manager of the Mt. Hawley Country Club; Ralph P. Collins, our first secretary, was manager of the Urbana Country Club.

The Illini Chapter was conceived to take up the void in the central area of Illinois. Nearest chapters were those in Chicago and St. Louis, and most managers felt they were too far away to attend meetings regularly. Thus today our membership extends as far south as Mt. Vernon and west and north to Quincy, Rock Island and Moline, and east to Danville. At the present time our association lists 22 active members, and several associate members who were formerly country club managers.

We meet at the various city and country clubs and try to have six regular meetings per year. Our attendance is usually very good as we attempt to have them at clubs that are centrally located so the driving distance is not too far for any member. We always include the wives in our meetings and we are glad to have them.

We find that by visiting other clubs and seeing and studying their problems, the answers to some of our problems may be found. By this personal contact and association between managers all of our jobs are made easier.

Our meetings begin at 5 p.m. and our educational program lasts one hour. We feature films or general discussions of our problems. Following this we have a short social hour followed by dinner and an early adjournment.

Officers for 1959 are: William W. Cook, Illini Country Club, Springfield,

field, president; Frank Grabner, Pekin Country Club, vice president; Miss Betty Brewer, Jacksonville Country Club, secretary-treasurer.

Illini Chapter officials are, standing, from the left: William Gibbons, Timber Lake Country Club, Peoria, director; Frank Grabner, Pekin Country Club, vice president; and Robert Guynn, Sr., Decatur Club, CMAA director. Seated: Miss Betty Long, Sangamo Club, Springfield, director; and William W. Cook, Illini Country Club, Springfield, president.



CLUB MANAGEMENT: JANUARY, 1959

Illini Chapter Boasts Outstanding Active and Interested Membership

CLUBS in the Illini Chapter area are active and progressive and among their number are some of the oldest and finest private clubs in the Midwest. Here are brief sketches on those who reported to us:

Bloomington Country Club, Bloomington, Ill., has 18 holes of golf, a 20,000-square-foot clubhouse, a swimming pool, tennis courts and a grill and dining room. The 460-member club was organized in 1896.

Special features include a glassed-in porch for food service and a ballroom. The porch and living room are air conditioned. The swimming pool is being doubled in size and will be ready for the 1959 season. Manager is Charles E. Davis.

The Champaign Country Club, Champaign, Ill., recently has added a diving pool and a wading pool, plus watered fairways. The club, which

The NCO Club at Chanute Air Force Base, Ill. Joseph C. Gomez is manager.



TWO GREAT BOURBONS Both from the STITZEL-WELLER family of fine bourbons



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Always Bottled in Bond. 100 proof.
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Mash Bourbon, oak-ripened six years.
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Incomparable Steaks

With the Pasteuray Hot Box Process

Read what Manager Robert Guynn of the Decatur Club has to say about the Pasteuray Process:

Dear Mr. Abshire:

This is to tell you how satisfied I am with your Pasteuray Process of aging and tenderizing meat.

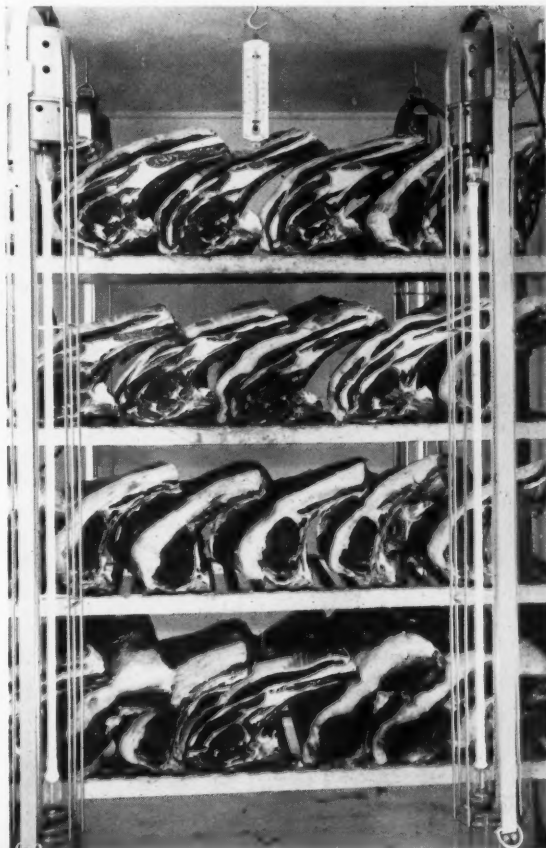
For years the standard buying procedure of most club managers has been to purchase prime beef aged four to five weeks before delivery, to insure tenderness and to assure the manager he was serving his members a tender steak. Unfortunately this was not always proved correct, and every once in awhile you get the old complaint from the dining room, "Where in the world did you buy this bull?"

I am happy to say that from my experience with your Pasteuray Process the past three years I believe I have definitely solved my problems of providing tender steaks and prime ribs for my members. I can truly say that since the installation of Pasteuray I have not had a single complaint of a steak being tough.

Now when I receive a shipment of beef we age it under the Pasteuray Process, which I find gives me only a loss through trim and shrinkage of approximately 2 per cent. What's more, I have full confidence when approaching a member dining at my club there will be **no complaint** that "My steak is tough."

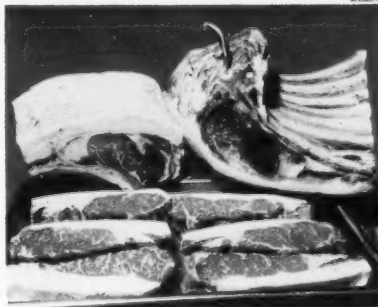
I whole heartedly recommend the Pasteuray "Hot Box" Process. It has increased our steak business, not only in our dining room, but for banquets and member parties.

(Signed) Robert Guynn, Manager
Decatur Club, Decatur, Illinois



Four Pasteuray units, model P 50 EC, are used in the Decatur Club "Hot Box." Temperature is a constant 65 degrees, stabilized with air conditioner, outside air used. Five-day aging for loins and ribs, shrinkage about 2 per cent.

Pasteuray Processed Decatur Club steaks are dry-aged. Can be held two weeks in 40-degree holding cooler.



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Brewer**

**SPRINGFIELD
ILLINOIS**

was organized in 1904, has 600 members. The club has 23,000 square feet of space, and there is an 18-hole golf course. John Chalet has been managing the club for seven years.

The Decatur Club, Decatur, Ill., was organized in 1883 by a small group of businessmen to promote social and civic interests in the city. It has grown to a membership of 875. The club building is 5½ stories and covers 53,000 square feet, with a parking lot for members. The first two floors are rent-

ed for commercial office space, with the club occupying the balance.

The club operates a dining room for men only, seating 65, and a ladies dining room seating 125. There also is a large ballroom which accommodates 275 and five smaller dining rooms. On the top floor of the building are 25 sleeping rooms which are occupied mainly by permanent tenants, some of whom have been there since the present building was built in 1931.

The club operates its own laundry. Starting this month, the club is in-

A view of the Jacksonville (Ill.) Country Club where Elizabeth Brewer is manager.



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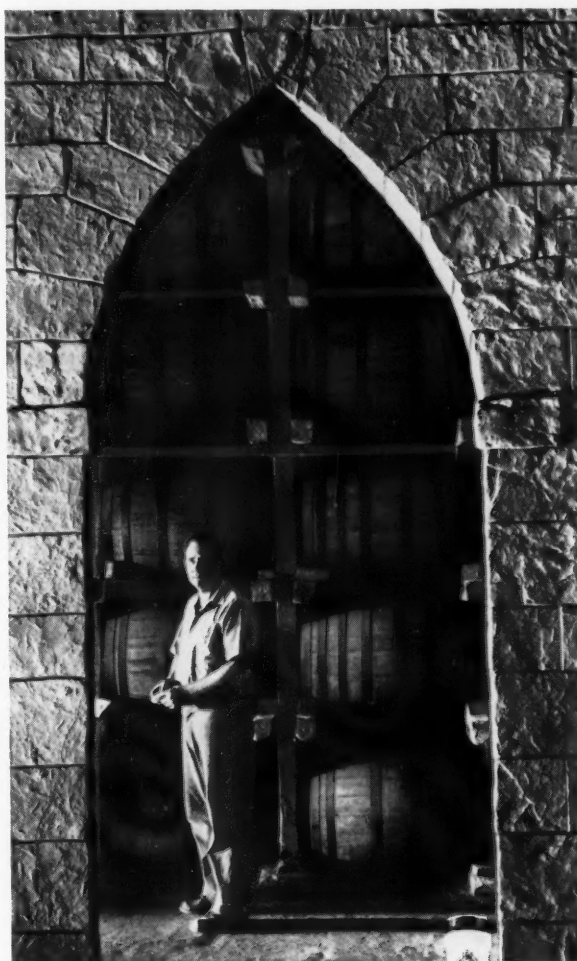
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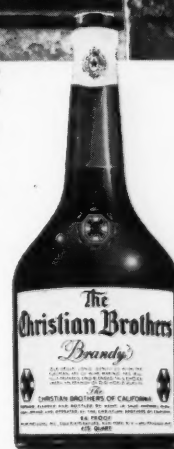
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A view of the swimming pool and clubhouse at the Illini Country Club, Springfield, where William Cook is manager.

augurating a building fund for future remodeling. Robert Gynn, Sr., a director of the CMAA, has been manager for 25 years. The club last year celebrated its 75th anniversary with several special events.

Decatur Country Club, Decatur, Illinois, was founded in 1899, with a nine-hole golf course. The club moved to its present site in 1928 with an 18-hole course. By-laws state it was founded for the purpose of encouraging athletic exercises, recreation and social enjoyment and the promotion of outdoor sports.

Having 350 members, the club has approximately 15,000 square feet of space, a swimming pool and two tennis courts. It completed a \$230,000 clubhouse remodeling and expansion in 1957. Manager is Henry Holl.

Elks Club, Springfield, Ill., was organized in 1903 and has some 3250 members. The present building was

constructed in 1924 and has 86,000 square feet in its six stories.

Special features of the club include a swimming pool, bowling lanes, sleeping rooms and a steam room. The club is completely air conditioned and new passenger elevators were installed in 1957. Manager of the club for the past 22 years is Earl Schryver.

Illini Country Club, Springfield, Ill., was formed in 1906 as a fishing club. About 1910 it was decided to move and a nine-hole golf course and five-room clubhouse, consisting of a kitchen, dining room, lounge, locker room and pro shop, were built.

In 1940 a new pro shop was built and the space was increased last year, giving the club a basement where it could store ten electric golf carts which have proved popular. The country club is on the edge of the city and the residential area has completely surrounded the club. Because most of the members live in the immediate

An interior view of the Lafayette Country Club, Lafayette, Ind., where Charles Talbott is manager.



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area, the pool, tennis courts and clubhouse are in constant use.

Manager of the 517-member club for the past six years is William W. Cook. The club is planning improvements in a new kitchen and the remodeling of the bathhouse.

Jacksonville Country Club, Jacksonville, Illinois, was organized and built in 1924 and now has 500 members. Features include a nine-hole golf course, a new swimming pool and tennis courts.

Because it is the only club in the area it receives quite a bit of social activity. Included in the clubhouse are private dining rooms, lounge, cocktail lounge and men and women locker rooms. A completely new kitchen, all stainless steel, was installed two years ago. Manager for the past four years is Miss Elizabeth M. Brewer.

Lafayette Country Club, Lafayette, Ind., was founded in 1909 and now has 600 members. The clubhouse has 6900 square feet of space, there are two tennis courts, a nine-hole golf course and a 30- by 100-foot swimming pool.

The club is surrounded completely by the city limits. It recently has been completely renovated, and this was described in a previous issue of **CLUB MANAGEMENT**. Charles R. Talbott is the manager.

NCO Open Mess, Chanute Air Force Base, Ill., is a military club with 2100 members that was organized in 1952. The clubhouse has 16,900 square feet of space, and there is a 50 by 100 foot swimming pool.

In 1957 a snack bar was constructed to accommodate the swimming pool patrons and the kitchen was renovated in 1957 and 1958. A storeroom in the basement recently has been completed.

Joseph C. Gomez is the manager and has been there three years.

Sangamo Club, Springfield, Ill., has 475 members and was organized April 7, 1890, and is managed by Miss Elizabeth Long who has been at the club three years. The Potawatomi Indians named the area Sangamo—"Land of Plenty"—and thus the name of the club was derived.

Today 475 active and interested business and professional men enjoy the facilities of the club six days a week. Members may invite women to the club on Friday and Saturday evenings only.

The clubrooms are all on one level, consisting of a main dining room, private dining room, lounge, card room, grill room, library and full kitchen. The club has occupied its present quarters, in the heart of the city, for the last 22 years.

Short Hills Country Club, East Moline, Ill., was founded in 1920 and has 400 members. The club has an 18-hole golf course and a swimming pool. A recent remodeling project, which included the dining room, cocktail lounge and ballroom, cost \$125,000. Tom J. Campagna has managed the club for the last four years.

Timber Lake Country Club, Peoria, Ill., is one of the newer clubs in the chapter's area, having been organized in 1955. The club has 500 members and one of the outstanding features is a 15-acre lake which affords members fishing and ice skating.

Manager of the club is William M. Gibbons, who, with his brother, David E. Gibbons, built the club. Plans are now underway for the construction of a golf course.

Illini Chapter Elects Officers

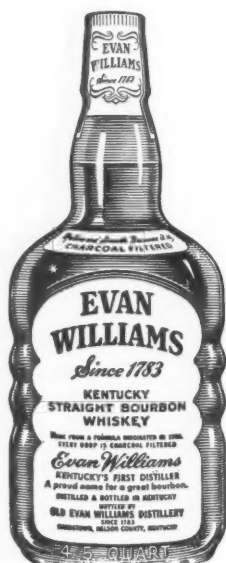
WILLIAM W. COOK, manager of the Illini Country Club, Springfield, was elected president of the Illini Chapter at a meeting held November 24 at the Decatur Club with Manager and Mrs. Robert Guynn as hosts.

Other new officers are Frank Grabner, manager of the Pekin Country Club, vice president; and Miss Betty Brewer, manager of the Jacksonville Country Club, secretary-treasurer.

Directors for one year are Miss Betty Long, manager of the Sangamo Club, Springfield, and William Gibbons, Timber Lake Country Club, Peoria.

The meeting, which was attended by 22, featured a beautiful hors d'oeuvres table and a pheasant dinner.

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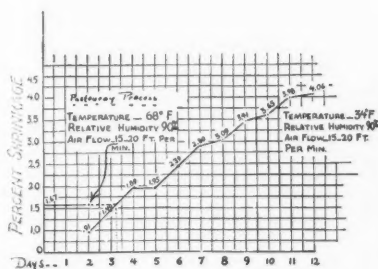
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In 1956 R. B. Sleeth headed a group study of controlled high temperature aging at the Missouri Agricultural Experimental Station, Columbia, Missouri. Among other factors, the study was concerned with determining moisture losses due to shrinkage, extent of microbial growth during aging, and trim losses due to surface discoloration.



The accompanying chart shows the accumulative shrinkage for wholesale beef ribs (U. S. Good) aged at high versus low temperature. The horizontal line shows average shrinkage was 1.67 per cent for 16 beef ribs aged two days at 68° F., which is equivalent to 1.40 per cent shrinkage for three days at the lower temperature of 34° F. However, total accumulative shrinkage of 16 beef ribs aged 12 days at 34° F. was 4.06 per cent.

Trimming loss due to bacterial growth from beef aged at elevated temperatures is also an important consideration. However, the report pointed out that under properly controlled environmental conditions, which, during the study, was the Pasteuray Corporation Process, this loss will be minimized.

Quantity Recipes

A new issue of *PEARadise News* is now ready, featuring a large selection of quantity recipes for canned pears. Included are ideas for canned pear desserts, salads, salad dressings and garniture. New this year is a colorful reference file card with 56 successful canned pear serving ideas based on field interviews.

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VOL. XIV

JANUARY, 1959

No. 19

DEAR FELLOW MEMBERS:

Some time ago your chapter presidents received a bulletin from President Royce Chaney which contained an item concerning amendments and repeals to our present by-laws. From this source and from your officers and members of the board of directors the by-laws committee will consider the following.

(a) Reinstatement Procedures. It was felt that a man who resigned and wished to rejoin should follow the same procedures of application, sponsorship and chapter certification as a new member. It was felt that an interruption of membership could not be overlooked or cancelled simply by payment of certain back dues. The only remaining advantage of reinstatement is to avoid repayment of an entry fee. Inasmuch as we neither have, nor contemplate, such a fee, there are no present advantages of reinstatement, and Article I, Section 5, should be voided in its entirety.

(b) Applications for Membership. Article I, Section 3, shows no requirement for chapter certification on new applications; this requirement appears only in Article VII, under Chapters. The section is being rewritten to include this requirement.

(c) Require one year lapse before a rejected applicant may reapply for membership (Article I, Section 4).

(d) Sponsors of applications to be active members only (Article I, Section 3).

(e) Drop members after three months non-payment of dues, instead of the current six-month limitation (Article I, Section 9).

Also being considered are: Establishing a student chapter of CMAA; increasing the time limit on "provisional" memberships to three years; provide for lower dues for assistant managers; require a manager show stability on a job (two-three year tenure) before being eligible for active membership.

The proposed by-laws changes when approved by our legal counsel will be sent to the membership and voted on at the National Conference in Houston.

By-Law Committee
S. T. SHEETS
Chairman

Train "Safari" to Houston Conference

PLANS are now underway for a "safari" by rail to the 1959 CMAA Conference in Houston. Safari leader, Al Deichler, reports considerable interest in the trip which will begin in New York on Saturday, February 14.

Plans now call for a stopover trip (at no extra cost), going to Washington, D. C., to Chicago with an all-day visit in the Windy City including brunch at the famous Pump Room in the Hotel Ambassador, then overnight on the Panama Limited to New Orleans.

In New Orleans the group will have luncheon at the International House, visit the race track and take a night tour of the French Quarter, stay overnight at the St. Charles Hotel, then on to Houston the next day by way

of Baton Rouge and Beaumont. The train will arrive in Houston on the evening of February 17.

Says Mr. Deichler: "The ones who took the wonderful pre-convention

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trips to Minneapolis, Seattle, Dallas, Atlanta and Los Angeles, will recall the way you really get to know people on these 'safaris.' You'll long remember the discussions with other club managers and you'll probably pick up a new idea or two. You can be sure, too, that the ladies will have the time of their lives."

Mr. Deichler urges as many as possible to join the trip anywhere along the line. For complete information write to him, 23 S. William Street, New York 4.

Group Insurance

All members of the CMAA (under age 60) are eligible to apply for coverage under the group insurance program, which provides the member up to \$400 a month, tax free income benefits when disabled as the result of sickness or accident.

Other benefits include reimbursement for hospital confinement, dread diseases, accidental death, dismemberment or loss of eyesight.

All members to age 70 are eligible for coverages under the group insurance program No. 2. Insured members are afforded up to \$200,000 accidental death, dismemberment or loss of eyesight protection. This program may be purchased by the spouse of a member also.

If an employer or a member participates in the payment (all or part) of the member's premium, the employer's portion is considered a business expense and is tax deductible. Many CMAA members insured under the programs have such arrangements.

If additional information is desired, CMAA members may contact the Joseph K. Dennis Co., Inc., CMAA Group Insurance Administrator, Suite 1027, Insurance Exchange Building, 175 West Jackson Blvd., Chicago 4, Ill.



PENINSULAR: Shown here are members and guests of the Peninsular Chapter at a meeting at the Peninsular Club, Grand Rapids.

News of the Chapters—

Peninsular

Bruce Matthews, who recently resigned as manager of Green Ridge Country Club, Grand Rapids, Mich., was re-elected president of the Peninsular Chapter at the November 10 meeting held at the Peninsular Club, Grand Rapids, with Elmer G. Greene as host-manager.

Also re-elected were Mr. Greene as vice president and Frank Macioge, manager of the Kalamazoo Country Club, as secretary-treasurer.

Guests included Mr. and Mrs. Don Edic of Detroit, Jean Turnage, Kent Country Club, Miriam Parfitt, University Club, Grand Rapids, and Helen Bradford, Women's City Club, Grand Rapids.

Badger State

A joint meeting of the Badger State and Chicago District chapters was held at the Milwaukee Country Club

November 3 with Mr. and Mrs. William Buescher as hosts. Some 65 people were present and speeches were made by Ray Wagman, president of the Badger State Chapter, and Ernie Flaim, at that time vice president of the Chicago Chapter.

The evening included refreshments and a gourmet dinner which is featured on the Let's Compare Menus page. Dancing followed dinner with Jack Dawson and his orchestra providing the music.

The Badger State Chapter held its annual Christmas party December 1 at the Tripoli Country Club with Mr. and Mrs. Robert Butler as hosts. Guests were shown pictures taken at

BADGER STATE: Shown here are Ray and Kay Wagman, Helen and Ben Sheets and Ruby and Bill Buescher.



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BADGER STATE: A group picture of the joint meeting of the Badger State and Chicago District chapters at the Milwaukee Country Club November 3.

the Milwaukee Country Club meeting and the women exchanged Christmas gifts.

Mr. Buescher was elected delegate to the nominating committee at the Houston Conference of the CMAA; A. Wargo was named as alternate.—G. L. Backus, secretary-treasurer.

Detroit

The Detroit Chapter held its annual past presidents' dinner dance at the Harmonie Society on December 22. Dancing was to the music of Earl Perkin's orchestra.

St. Louis District

The St. Louis District Chapter met November 20 at Norwood Hills Country Club, with Manager Paul Lampe host for refreshments, a delicious pheasant dinner and a short business meeting.

Chapter President Christopher S. Murphy of Algonquin Golf Club appointed Mr. Lampe chairman of a nominating committee which included Richard Immel of Sunset Country Club, Ed Voegeli of Bellerive Country Club and Mr. Murphy.

Thomas McGuffey was elected chapter delegate to the CMAA Conference in Houston next month.

The group discussed the problem of training and encouraging young people in the culinary arts and also discussed general club problems.—Opal Thomas, secretary.

O-K

The Oklahoma-Kansas Chapter held its November 2-3 meeting in Oklahoma City with George A. Rueb, manager of the Beacon Club, as entertainment chairman. Headquarters was the Kirvin Tower Hotel where the Tower Club is located.

Registration and refreshments the first day were at the Beacon Club, which features a marvelous view of the city. Lynn W. Markham, manager

of the Petroleum Club, was host for the evening buffet which featured ice-carving, dancing and a floor show. State Senator and Mrs. George Miszkovsky were guests and the senator spoke on the repeal of prohibition in Oklahoma.

The second day included breakfast at the Tower Club, business meeting, an afternoon at Frontier City near Oklahoma City with a "chuck wagon dinner" served under the stars.—Earl H. Kauffman, secretary.

San Diego

More than 50 managers, presidents and officers attended the annual president-manager meeting of the San Diego Chapter at the San Diego Club November 12 with Frank B. O'Connell as host-manager.

Ralph Virden, president of the San Diego Club, opened the meeting and San Diego Superior Court Judge William P. Mahedy was toastmaster.

Royce Chaney, CMAA president and manager of the Northwood Club, Dallas, was the main speaker and his subject covered efforts of the national association to solve club problems on a local and national level.

Other honored guests included William F. Roulo, retired manager and

OKLAHOMA-KANSAS: Members of the O-K Chapter are shown at a meeting in Oklahoma City November 2.



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SAN DIEGO: At a meeting and dinner for CMAA President Royce Chaney at the San Diego Club recently were, left to right: MacArthur Gorton, retired manager for 25 years of the San Diego Club; Frank O'Connell, present manager of the San Diego Club; Mr. Chaney; John Palermo, Kona Kai Club, and chapter president; and Superior Court Judge William P. Mahedy, toastmaster for the evening.

a charter member of the CMAA, and Harry S. Thompson, retired manager now residing in La Jolla. MacArthur

Gorton, former manager of the San Diego Club and a member of the CMAA 25 Year Club, was also an hon-



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ored guest.—Frank O'Connell, secretary.

National Capital

Mr. and Mrs. Ernest Oberhammer were hosts to the National Capital Chapter at the Woodmont Country Club on November 17. Sixty-five members and guests enjoyed the social hour and the delicious dinner.

During the business meeting Col. Richard E. Daley of the CMAA legislative committee reported on recent and future tax matters and the national conference in Houston was discussed. James B. Montfort was named chapter delegate and Donald R. Beever as alternate.

Vinton Lee of Lee, White and Co. spoke on "Interpretation of a Financial Statement as Pertaining to Clubs in General."—Donald R. Beever, secretary.

Metropolitan

Fred H. Hollister, Scarsdale Golf Club, Hartsdale, N. Y., was re-elected president of the Metropolitan Chapter at its annual dinner meeting held November 17, 1958, at the Pelham Country Club with Jack D. Hearn as host-manager.

Other officers elected were William F. Birner, Sunningdale Country Club, Scarsdale, vice president; Henry C. Piper, Bonnie Briar Country Club, Larchmont, secretary; Peter A. d'Angelo, Hampshire Country Club, Mamaroneck, treasurer; and John A. McCabe, Coveleigh Club, Rye, sergeant-at-arms.

Charles F. A. Frey, Orienta Beach Club, Mamaroneck, and Robert F. Carney, Larchmont Yacht Club, were elected trustees for three- and two-year terms respectively. Peter Hermansen, Port Washington Yacht Club, remains as a trustee until the next election.

Speaker for the evening was Al



METROPOLITAN: From the left are William F. Birner, chapter vice president; Jack Hearn, host-manager to election meeting at the Pelham Country Club; Fred Hollister, chapter president; and Henry C. Piper, chapter secretary. The photo was taken at the chapter meeting held November 17.

bert M. Deichler, Jr., manager of the City Midday Club, New York City, and a director of the CMAA, who spoke on the forthcoming CMAA Conference in Houston.

Wives of several members of the chapter served as models for a fashion show for the women while the men were at the business meeting. They were Mrs. Charles Johnston, Mrs. DeWitte T. Kersh, Mrs. Donald Masterson, Mrs. James Nolletti and Mrs. William Purcell.—Henry Piper, secretary.

Evergreen

The November meeting of the Evergreen Chapter was held at the College Club, Seattle, with two speakers from the Century 21 Exposition as principal speakers. Russell Mowry, comptroller for the exposition, talked about the exposition and the estimates and budgets being prepared and James Faber, publicity man for the exposition, outlined the plans that have been made for the exposition which will open May 10, 1961.

Plans were announced for the January 16 joint meeting with the Oregon Chapter and the forthcoming CMAA Conference in Houston was discussed.—H. G. Goode.

New England

W. J. Dunworth was host to the November 24 meeting of the New England Chapter held at the Winchester Country Club. James A. Gibbons, Signet Society, Cambridge, Mass., was re-elected president.

Other officers elected were R. Alan Chesebro, Brae Burn Country Club, West Newton, vice president; Remo Prato, Wellesley Country Club, treasurer; and Beatrice M. Phillips, Brae Burn, secretary.

The group toured the club and saw the new curling rink which has been installed.—Bea Phillips, secretary.

Chicago

Ernest Flaim, University Club, was elected president of the Chicago District Chapter at its annual meeting and election of officers at the Tower Club December 2.

Other new officers are S. T. "Ben" Sheets, Lake Shore Country Club, Glencoe, first vice president; Tony Wayne, Riverside Golf Club, second vice president; and Ben Waskow, Brookwood Country Club, Addison, secretary-treasurer.

Directors are Wayne Miller, Northmoor Country Club; Agnes Tonner, Engineers Electric Club; Al LaMont, Midlothian Country Club; Al Acker-

man, Glen View Golf Club; and Bud Matteson, Hinsdale Golf Club.—Ben Waskow, secretary.

City of New York

The City of New York Chapter held its November 12 meeting at the Broad Street Club. A round table discussion was held, Carl Jehlen reported on a recent trip to Cornell University during which he was gratified by the number of graduating students interested in club management, and Al Deichler explained briefly costs and

means of travel to Houston for the CMAA Conference.—H. Alton Owen, Jr., secretary.

Upper Midwest

Stuart Johns, Minneapolis Golf Club, was elected president of the Upper Midwest Chapter at a meeting held November 11 at the newly remodeled Interlachen Country Club with Hans Skall as host-manager.

Other new officers are Mr. Skalle, vice president; and Jerry Horgen, Lafayette Club, secretary-treasurer. Directors are Howard R. Bell, Golden



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Act-O-Matic
SHOWER HEAD

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prove to yourself
that it's best
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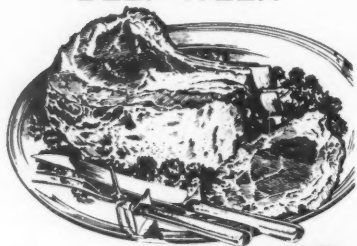
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Our Act-O-Matic Shower Head delivers a cone-within-cone spray that never varies—it is self-cleaning, so it never clogs up nor sprays wildly. It saves water, fuel and service time. And an Act-O-Matic shower is one of those all-important niceties that everyone appreciates. For your trial Act-O-Matic, just write us on your letterhead and enclose a check for \$2.75. If our shower head does not satisfy you completely, return it and we will refund your money. (Sorry, only one head available on this exceptional sample offer. Additional Act-O-Matics are regularly supplied through your plumbing contractor.) Order your sample now.

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Prestige and profit are as close to you as your hand is to this ad. Fill out the coupon below and join with other leading restaurants, hotels and clubs planning to tie in with the 1959 National Colorado Beef Week, January 31-February 8.

During National Colorado Beef Week, millions of Americans will be sold on dining out through national advertising and publicity on succulent Colorado Beef. They'll read about it in newspapers and magazines like *New Yorker* and *Gourmet*...They'll see and hear about it on television and radio...Let them taste it in your dining room!

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Valley Country Club, Walter H. Mund, Midland Hills Country Club, Alphonse Raes, Minikahda Club, and Bruce G. Plante, Le Sueur Golf Club.

An active program for the coming year is being planned for the chapter and a large delegation is planning to attend the Houston Conference.—Jerry Horgen.

San Francisco and Bay Area

The San Francisco and Bay Area Chapter held its November meeting in Sacramento with Chuck Thode, manager of Northridge Country Club, and Paul Manuel, manager of Del Paso Country Club, as hosts.

The two-day meeting included golf at both clubs, a cocktail and dinner party at the El Rancho Hotel with Al Barson, manager, as host, luncheon, bridge and a shopping tour for the women conducted by Mrs. Manuel, an appearance on the golf course by Barbara Romack, champion woman golfer, and a dinner dance at the Del Paso Country Club.—Joseph E. Castillo.

Virginia

The Virginia Chapter held its December 8 meeting at the Golden Horse Shoe Club, Williamsburg, with Don Leftwich as host. The club is located in the Williamsburg Inn and is considered a part of the famous restoration program of Historic Williamsburg.

About 75 members, wives and guests attended and the chapter was honored to have as guests Richard E. Daley, manager of the Army Navy Country Club, Arlington, Va., and former CMAA president, Edward Lyon, CMAA executive secretary, and Max Back, manager of the Columbia (Md.) Country Club.

A tour of the city was part of the excellent program which included refreshments, dinner and dancing.—G. E. Leftwich, secretary.

Piedmont

Norman Storey was host to the November 10 meeting of the Piedmont Chapter held at the Forest Lake Country Club, Columbia, S. C. Mr. and Mrs. George Tearing, managers of the Columbia (S. C.) Country Club, and Wilton Evans, manager of the Greenville (S. C.) Country Club were elected to membership in the chapter.

Mr. and Mrs. Storey were hosts the previous evening to a party and light buffet at the Forest Lake club, and on Monday Mason Gibbs, president of the club, spoke to the chapter mem-

bers, giving some of the club's history. His brother, Le Conte Gibbs, greens chairman, explained how the fairway watering system on the club course works.—W. Reginald Lamb, secretary.

Texas Lone Star

Shreveport, La., members were hosts to the Lone Star Chapter meeting November 16 and 17 in the Aquacade Room of the Shreveport Motel. About 35 managers attended.

On November 16 a cocktail party at the Florintine Club preceded dinner at the Shreveport Country Club; the educational meeting was held at East Ridge Country Club with CMAA President Royce Chaney as speaker. The educational meeting was entitled a "Meeting of the Minds" with John Outland as moderator and panel members were Robert Pugh, president of East Ridge, and Bert Williams, president of Shreveport Country Club. Board members Milton Williams and Jere Cage also took part in the discussion.

Shreveport managers acting as hosts were Jules Cates, Albert J. Rubben, E. J. Ingouf and Robert Arnold.—Henryetta Otis, secretary.

New York State

Earl R. Manly, Liederkrantz Club, Rochester, was elected president of the New York State Chapter at a meeting held November 10 at the Rochester Club.

Other officers are Franz Bach, Park Country Club, Buffalo, first vice president; Robert Standish, Monroe Golf and Country Club, Rochester, second vice president; Mrs. Louise Fauchet, Century Club, Rochester, treasurer; and Richard C. Gibbs, Lancaster Country Club, secretary. Director is Stewart E. Brace, Orchard Park Country Club. Next meeting is scheduled for the Niagara Falls Country Club on January 5 with Joseph Bren as host.—Richard C. Gibbs, secretary.

Golf Tournament

The Miller Open golf tournament definitely will be held next August 27-30 at the Tripoli Golf Club, Milwaukee, President Norman R. Klug of the sponsoring Miller Brewing Co. has announced.

Although dates for the Miller meet were included in the tentative 1959 schedule previously released by the PGA, the decision to stage the event was made in late November by the brewing firm's board of directors. The purse will again be \$35,000, with \$5,300 going to the winner.

Preferred Reading

with men who buy for America's Clubs

EDITORIAL LEADERSHIP . . . Club Management is deliberately and skilfully edited to meet the needs of America's private membership club executives who are directly concerned with the buying of food, beverages and equipment for their clubs.

Club Managers are the only authoritative sources on business management of clubs, and these are the men who write the principal how-to articles that are published in Club Management.

By a like token, only in Club Management, and in no other publication, can these executives find the answers to their club problems, and every month they look to Club Management for help.

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In readership surveys Club Management scores in the Number One position—first and in many cases the **ONLY** choice among buyers in the club market.

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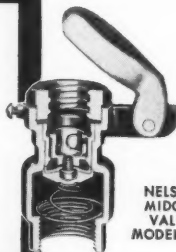


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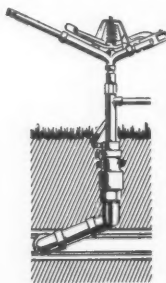
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These long life swivel valves stop turning on contact with the valve seat, thus eliminating friction wear. Working parts may be removed in Nelson valves without taking casing out of the ground or lowering pressure on the line. These and additional features combine to offer the greatest ease of maintenance and economical operation.

Write for literature on the most complete line of turf valves and sprinklers.



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& ENGINEERING CORP.**

Azusa, California

RAINY SPRINKLER SALES

609 West Lake Street, Peoria, Illinois

Let's Compare Menus

SPECIAL MENUS

Lotos Club, New York

The menu below was for a state dinner in honor of the Prince and Princess of Monaco at the Lotos Club, November 25, 1958. More than 250 members of the exclusive club honored the couple. The club, which holds state dinners every year in honor of famous people, once honored the Prince's great grandfather. Manager of the club is Harry R. Langdon.

MENU

Madrilene au Prince
Celery Olives Radishes
Fresh Seafood Patty Poulette
Roast Stuffed Squab Derby
New Peas Bonnefemme
Duchesse Potatoes
Salade Princesse
Biscuit Tortoni
Assorted Cakes
Cafe

THE MINIKAHDA CLUB

Sixtieth Anniversary Dinner

Saturday, November Twenty-second, Nineteen Hundred Fifty-eight

Petits Canapes Varies
Mousse de Foie Gras
Caviar de Beluga—Blinis
Baked Oysters, Casino
Rock Lobster, Parisienne
Blue Points in Shell
Sweetbreads sauté, Chafing Dish
Coeurs de Celerie, Roquefort
Louisiana Shrimp on Ice
Filet de Saumon Fumee
Cherrystone Clams
Smoked Oysters

Clear Green Turtle—Amontillado

Paillettes au Parmesan

Filet of Sole—Duglère

Cucumbers Delights

Breast of Pheasant

Wente
Chablis
Wine

with Wild Rice, Mushrooms, Truffles
Brandy Sauce

French Artichoke Hearts Baricoule Chestnut Rosette

Limestone Lettuce, French Endive

Green Goddess Dressing

Corbeille de Petits Pains

Baba au Rhum

with Cherries Jubilee Sabayon

Langue de Chat

Coffee

LAKE SHORE COUNTRY CLUB

Glencoe, Illinois

GOURMET DINNER

Chablis les Clos
1955
Moreau et fils

Maximin Gruenhauser

Herrenberg

Reisling Spaetlese 1955

Fuder No. 75

Originalabfuellung Freiherr
Von Schubert

Premiere Assiette
Les Quenells de Brochet
Sauce Nantua

Deuxieme Assiette

Ris de Veau en croustade
Pauline

Troiseme Assiette
Faux-Filet de Boeuf Rôti
au Madere et Cassis

Chateau Cheval Blanc
1953

Fonds D'Artichauts Farcies
D'Epinards, Sauce Mornay
Pommes Mirette
Quatrieme Assiette

Musigny 1947
Domaine Adrien

Endive Naturel
Fromage de Brie

Andre Cuvee Royale
Blanc de Blanc Brut 1947
Cognac

Bouthehors
Poires Sabayon
Mignardises
Demi-Tasse

Manager: S. T. Sheets; Chef: J. Rossi

MILWAUKEE COUNTRY CLUB

Special Dinner for Badger State and
Chicago Chapters, Nov. 3. Manager is Bill Buescher

Harveys
Amontillado

Green Turtle Soup, Oloroso
Cheese Straws

* * * *

Labraumilch,
Blue Nun, 1947

Filet of Imported Dover Sole, Marguery
Pressed Cucumbers

* * * *

Cold Seal
Sparkling Burgundy

Filet of Beef aux Truffles, Sauce
Bernaise
Whole Tomato stuffed with Mushrooms

* * * *

French Endive on Bibb, Vinaigrette

* * * *

Cherries Jubilee

Liqueurs

Petit Fours
Demi Tasse

DECATUR CLUB
Decatur, Ill.

SHOPPERS NIGHT

5:30 to 9:00 p.m. (Served in Five Minutes)

\$2.25

Broiled New York Pin Bone Steak
Julienne Potatoes
Hot Rolls
Tossed Salad
Coffee or Iced Tea

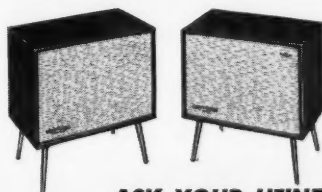
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Broiled 6 oz. Lobster Tail, Butter Sauce
French Fried Potatoes
Hot Rolls
Tossed Salad
Coffee or Iced Tea

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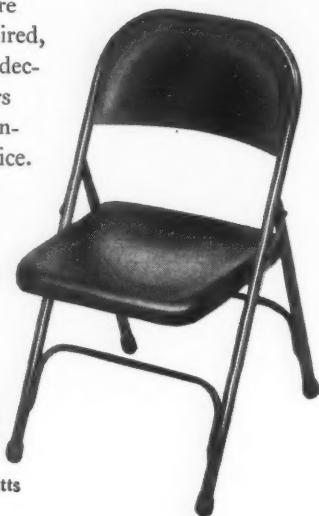
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In any situation where
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Nothing except a paid-up member's Card-Key
will unlock this door. 5,000 Fraternal and
Private Clubs are now using Card-Keys. Be
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Key System.

Write for Free Information

CARD-KEY SYSTEM, INC.
BURBANK, CALIFORNIA

\$1.85
Seafood Salad Bowl
Hot Rolls
Coffee or Iced Tea

FAMILY NIGHT

5:30 to 9:00 p.m.

Family Style Dinner \$1.85 — Children under Twelve \$1.00
Fricassee of Chicken, Homemade Dumplings
Country Fried Steak, Pan Gravy
Whipped Potatoes Buttered Peas
Hot Biscuits
Family Salad Bowl
Ice Cream, Wafers Sherbet, Wafers
Coffee or Milk

Special Birthday Party for the Children having birthdays du-
ring the week.

Regular Dinner Menu and Children's Menu
T-V for the Children, plus a Baby Sitter While You Enjoy
Dinner.

Free Parking After 5:00 p.m.

SEAFOOD AND SHORE

5:30 to 9:00 p.m. Mezzanine Dining Room

Stephen Decatur Cocktail Lounge
Cocktail Hour 5 to 7 p.m.

Appetizers
King Size Martini .75

Southern Fish Dinner \$2.75

Southern Gumbo
Fried Fresh Channel Catfish, Tartar Sauce
Hush Puppies
Whole Tomato with Okra
Corn Bread Sticks

Cole Slaw Bell Peppers
Coffee

Seafood Dinner

Fresh Shrimp Cocktail \$1.00 Seafood Cocktail\$.85
King Crabmeat \$1.00
D.C. Bouillabaisse60 Boula Boula50
Bookbinder's Snapper Soup .65 with Sherry \$1.00
Rainbow Trout, Sauté, Lemon \$2.75
Fresh Soft Shell Crabs, Almondine \$2.65
Baked King Crabmeat, Au Gratin \$2.50
Steamed Dungeonese Crab, Drawn Butter Sauce \$2.65
Broiled Fresh Whitefish, Lemon Butter Sauce \$2.75
Whole Wall-Eyed Pike, Tartar Sauce \$2.50
Jumbo Frog Legs, Roadhouse Style \$2.65
Broiled Fillet of Red Snapper \$2.35
Broiled New Zealand Lobster Tail, Butter Sauce \$3.00
French Fried Potatoes Hashed Brown Potatoes
Hard Rolls
Tossed Salad Bowl Caesar Salad
Coffee

INTERNATIONAL NIGHT

5:30 to 9:00 p.m.

Italian

Celery Radishes Mixed Pickles
Imported Cheese Fresh Fruit
Shrimp Louie Stuffed Mushroom with Chicken Liver
Italian Spaghetti
Sliced Breast of Chicken, Broccoli, Au Gratin \$3.00
Chicken Cacciatori 3.00
Veal Scallopine 3.00
Hashed Lyonnaise Potatoes
New Peas, Water Chestnuts
Hot Rolls
Italian Tossed Salad
Italian Cheese, Wafers Parfait
Sherbet, Wafers
Coffee

SMORGASBORD BUFFET

5:45 to 8:00 p.m. Mezzanine Dining Room
 \$2.25 Per Person Regular Dinner Served in Main Dining Room
 Appetizers—
 Assorted Canapes Antipasto
 Assorted Hot Hors d'Oeuvres
 Raw Vegetable Tray D.C. Lazy Susan
 Cream Herring Wine Herring Kipperd Herring
 Cold Buffet—
 German Souse Pickled Lamb Tongue Head Cheese
 Pickled Pigs Feet Liver Sausage Assorted Cheese
 Chicken Salad Bowl Seafood Salad Mold
 Decorated Seafood Platter
 Cold Baked Ham Brisket of Corned Beef
 Potato Salad Cottage Cheese Pickled Beets
 Hot Buffet—Roast Prime Rib of Beef, Au Jus
 Chicken Tetrazini
 French Fried Combination Seafood, Cocktail Sauce
 Hungarian Paprika Goulash, Spaetzles
 Baked Sugar Cured Ham, Fruit Sauce
 Brown New Potatoes
 Green Beans New Peas Brussel Sprouts
 Cinnamon Rolls
 Garden Green Salad Bowl California Fruit Salad Bowl
 Head Lettuce (Choice of Dressing)
 Watermelon
 Ice Cream - Cake Sherbet - Wafers
 White Peaches Stewed Figs Spiced Plums
 Choice of Parfait
 Coffee or Iced Tea

STEAK AND GOURMET

5:30 to 11:00 p.m. Mezzanine Dining Room

Gourmet Dinner
 \$3.50

Clear Consomme Wafer Relish
 Double Breast of Chicken, Midwest
 Fresh Asparagus Vinaigrette
 Peach Melba
 Caesar Salad Rolls Coffee

\$2.25

New York Pin Bone Sirloin Steak
 French Fried Potatoes
 Hot Rolls
 Tossed Salad
 Coffee

THE COUNTRY CLUB OF VIRGINIA

Richmond, Virginia

DINNER

Appetizers

Fresh Fruit Supreme 35 Cantaloupe Slices 35

Soups Du Jour

Consomme Julienne 30 Vegetable Soup 35

Food Service People—

WIN! '59 RAMBLER
 Color TV Set • Hi-Fi Set
 • Portable TV • Clock-
 Radio! 140 Prizes in all!



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JOHNNIE WALKER SCOTCH WHISKY

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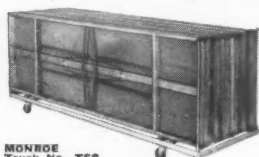
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Can Be Used Without
Tablecloths



Monroe Folding Tables, rigidly built yet very attractive, are designed for institutional use. May be used with or without table cloths, as desired. Also available in Formica and Ormacele special color and pattern types. Write for catalog with direct factory prices and discounts to industry, religious and educational institutions, clubs, lodges, etc.

MONROE TRUCKS for Folding Tables and Chairs

Transport and store your folding tables and chairs the easy,



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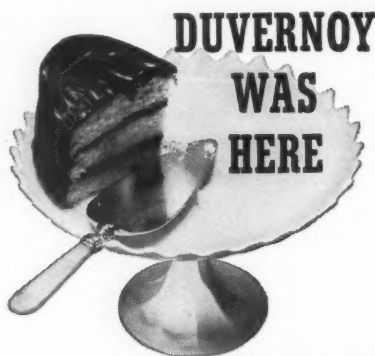
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BREADS • ROLLS UNLIMITED • PIES • CAKES • PASTRIES
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PLUM PUDDINGS • HOLIDAY STOLLEN • ENGLISH MUFFINS •
IMPORTED SWEDISH 'SKOAL' • SPECIAL OCCASION CAKES
• DEVONSHIRE MELBA TOAST • BROWN 'N SERVE PRODUCTS

"Consistently Superior!" for over 40 years

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633 West 44th St., New York 36, N. Y., PLaza 7-3200

Ready to Serve

Shrimp Creole en Casserole, White Rice	2.25
Sweetbreads a la King, en Casserole, Toast Points	2.50
Roast Breasts of Young Capon on Smithfield Ham Under Glass	2.35
Prime Roast Ribs of Choice Beef, au Jus	3.25

To Order

Panned Lake Trout, Lemon Wedge, Parsley Garnish	2.00
Panned Baby Calf's Liver, Bacon Strips	2.50
Broiled Sugar Cured Ham Steak, Pineapple Rings	3.00
Prime Filet Mignon, Bouquetiere	4.25

Children 85 cents **FAMILY DINNER** Adults: \$1.50

Consomme Julienne
Shepherds Pot Pie, Whipped Potato Border
Hearts of Lettuce, Choice of Dressing
Assorted Rolls Beverage

Substitutions Will Be Charged a la Carte

Salads Du Jour

Asparagus Casserole Parsley Boiled Potatoes
Ford Hook Lima Beans Pear and Cottage Cheese Salad

Dressings

French—Roquefort—Sour Cream
Vinaigrette—Russian—Thousand Island

Desserts

Choice of Ice Cream—Sherbet30
Baked Grapefruit With Sherry40
Country Club Ice Cream Pie45
Gruyere, Camembert or Roquefort Cheese With Toasted Crackers50
Fruit Compote With Cookies35
Strawberry Parfait45

Federal Tax Calendar for Clubs

Prepared by Horwath & Horwath

January, 1959

15—Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during December, 1958, and employee tax and employer tax under the Federal Insurance Contributions Act for December, 1958, may be remitted to an authorized depository. Return on Form 450. If this option is exercised, Form 450 must be filed in time to permit authorized depository to return validated Form 450 prior to filing return for fourth quarter of 1958.

Exempt corporations: Information return on Form 990 or 990-A, due from certain exempt corporations with accounting periods ended August 31, 1958.

31—Withholding tax and Federal Insurance Contributions Act tax: Return for fourth quarter of 1958 due and tax payable. Return on Form 941. Attach validated Forms 450 to return. Reconciliation return (Form W-3) for calendar year 1958 due and last day to give employee statement of tax withheld and wages paid for the calendar year 1958.

Unemployment tax: Return for 1958 due and tax payable.

Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions and other

excise taxes for December, 1958, if more than \$100, may be paid to an authorized depository. Return on Form 537. If this option is exercised, Form 537 must be filed in time to permit depository to return validated Form 537 prior to date for filing return for the fourth quarter of 1958. Otherwise, return for fourth quarter due and tax payable. Return on Form 720. Attach validated Forms 537 to return. If return is accompanied by depository receipts showing timely payment of tax for the entire quarter, due date of Form 720 is extended to February 10, 1959.

February, 1959

15—Withholding tax and Federal Insurance Contributions Act taxes: The sum of tax withheld from wages during January, 1959, and employer tax and employee tax under the Federal Insurance Contributions Act for January, 1959, if more than \$100, payable to an authorized depository. Return on Form 450.

Exempt corporations: Information return on Form 990 or 990-A due from certain exempt corporations with accounting periods ended September 30, 1958.

28—Information returns: Annual report, Form 1099, of payments of interest, rents, etc., due.

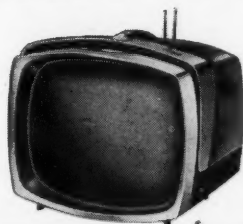
Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes for January, 1959, if more than \$100, payable to an authorized depository. Return on Form 537.

BOOK REVIEW

Buffet Catering by Charles Finance is a 256-page book ideal for the club manager who is featuring buffets at his club. The author has had years of international experience displaying his artistic ability in catering. There are illustrations of 27 different ways of dressing up the humble deviled egg; there are 126 salad suggestions, more than 50 of them illustrated; there are dozens of ideas for decorating food by the use of simple and inexpensive items such as olives, radishes, onion tops, leek, chives and egg white. Chapter titles include setting up a cold and hot buffet, ice carving, hors d'oeuvres, decorating, salads, and 15 more. Send \$12 to Book Dept., Ahrens Publishing Co., Inc., 71 Vanderbilt Ave., New York 17.

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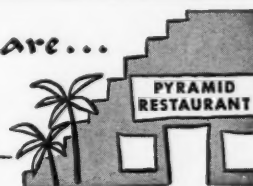
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Operate Club More Efficiently

(Continued from page 22)

in the attainment of smooth, harmonious personnel relations. The advantage of the traditional distribution of duties among various committees may often become a disadvantage. The inability of committee members to devote sufficient time to club activities tends to place committee chairmen in the position of an executive committee with the manager as an assisting member.

In many instances a manager has assumed the responsibilities of numerous committees. However, where this is not considered desirable, more effective continuity in the membership of the principal standing committees should be developed. This also applies to the board of directors. The change of officers and committee members each year presents a pressing problem.

Although the club manager serves in a full-time capacity, the board and committee members are usually engaged in their own businesses. You, as manager, therefore, must be given the opportunity to take the initiative

by offering your services and "know how" to facilitate the functioning of these various committees.

A budget is a financial plan for future operations. Budgeting is essential, as a guide to operations, to reduce the number of unforeseen contingencies, and to preserve a favorable current position. Such a plan should indicate your best estimate of income from dues and other sources. All types of expenditures should be forecast so that they can be held within the limit of income.

A club budget should be prepared to achieve reasonable and concise methods of control, but avoid the pitfalls of operating without a plan of action for the future. Good organization is essential to successful budgeting.

Comparisons of present operations with past results within a club, as provided by budgetary control, although advantageous, are not enough. Learning through trial and error is slow and expensive. How much better it would be, if you, as club manager, could check the operating results of your club, from year to year, with those of similar clubs.

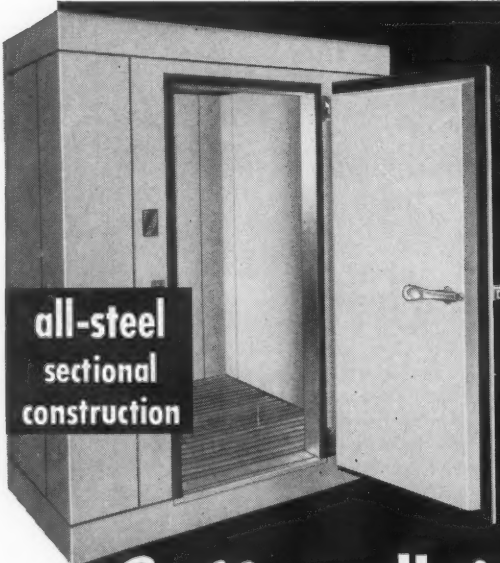
The same thing is being done by other businesses. For over 30 years

hotels have used a uniform system of accounts which allows meaningful comparisons of operating results.

A uniform system of club accounting, if adopted, would yield valuable information as to costs of operation. This would be of material aid to all clubs in helping to maintain high standards of efficiency and economy. There can be no common language for clubs until income and expense accounts are classified uniformly.

In addition to making comparisons meaningful through standard classification of income and expense items, it would assure a properly constructed and satisfactory accounting system designed especially for club operations.

Based upon the Harris, Kerr, Forster statistics, in town and country club operations, about 65 cents of the income dollar is derived from food and beverage sales. Profits from these departments, therefore, become a most important factor in the economic future of club operation. It does not make sense that profits realized from sales to a member at the bar should compensate for a loss on the sale of steaks in the dining room. If this be true, the success or failure of the revenue producing departments of any club is dependent



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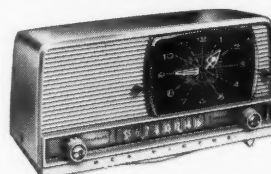
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upon the ratio of beverage sales to the total food and beverage income. This is fundamentally unsound, for each revenue producing department of a club should at least stand on its own two feet. To attain that goal is to implement adequate cost control.

Many of the various procedures that make for good cost control are not new, although sometimes considered cumbersome, costly and unnecessary. Many of the component processes of an all inclusive system would not be applicable to every club, and the expense of administration may exceed the savings to be realized.

The fluctuating food commodity market and recent price increases have forced us to be alert to the advantages of "shopping the market" for price and quality. It seems necessary to follow up with a second step, seeing that we receive that for which we pay.

The man who receives must be just as skilled in recognizing quality as the man who purchases. If your club be large enough to justify a receiving clerk, then he must be selected and paid in relation to his ability to do the job. Above all, the position of receiving clerk must not be the final resting place for the inefficient and inexperienced. If your club be small, then you as manager must assume these responsibilities.

There is little difference between a bank and a storeroom. One is for the safekeeping of money and the other for the safekeeping of supplies. Inventory, like money, is of little productive value unless it is working for its possessor and there must be frequent turnover if maximum profits are to be obtained. A heavy investment in food for the purpose of gain through market fluctuation is hazardous and often costly. Any savings experienced through buying in quantity is usually more than offset by storage and handling charges, property taxes, insurance, and loss of the productive value of the capital in-

vested. In storing perishables over a long period, the operator must run the risk of deterioration and spoilage and the possible loss in weight through dehydration. It is an old but still reliable admonition that "there is no future in buying futures and no bargains in food."

There has been a notable lack of pre-planning in most restaurant production, both as to quantity of raw food and in the labor requirements necessary in its preparation and service. This has resulted in waste, high menu prices, and overstaffed kitchens and dining rooms. Far too frequently menus are priced by competitor comparison without regard to production costs. Foods are prepared in quantities which bear little relation to potential consumption, and the chef's error in judgment is often reflected in total waste or partial salvage through reworked items at increased costs and adjusted selling prices. In a club it is not too difficult to plan production from day to day, for to some extent a club enjoys "a captive patronage." Certain days of the week, certain times of the year have a common pattern in respect to customer count. Even menu items experience particular preference in some clubs and not in others, and perhaps may vary in sales with the seasons.

If you have not analyzed these trends so that you and your chef can plan not only the quantity of foods to be produced but the staffing of the kitchen and dining room, you are treading on dangerous ground.

In the past few years demands of club culinary and dining service employees have been held as a sword of Damocles over the heads of management. In addition to higher pay rates, certain other emoluments have been asked and received, such as welfare plans at club expense and five-day work week with time and a half for overtime, cash payments in lieu of meals, and, of late, retirement plans for workers. Mr. Average Club Member is usually not acquainted with this plight of management and rebels in no uncertain terms in assuming its responsibility through increased prices.

Wherein, therefore, rests the solution to the problem, without a serious curtailment of the service standards? First of all, management must be well informed as to the extent of the productive effort achieved at regular and premium overtime pay rates. Overtime hours not only augment the unit cost of production, but the performance of the most efficient em-

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ploye declines at an accelerated rate after the conclusion of the regular work day. A well informed management, therefore, will endeavor to keep overtime payments at a minimum.

A new concept is developing in analyzing payrolls, wherein the paramount consideration is the number of man hours required to complete a certain job, rather than dollars in payroll expenditure. The particular value of such an approach is that it assists in establishing a work performance standard for each function of the operation which can serve as a basis for comparison between previous years and other operations, unaffected by pay rate increases or divergent wage scales. The unit standard for work performance will be properly determined only after workers are appropriately classified; when the number employed is in direct relation to the potential business volume; and the work schedule laid out so as to utilize the available staff in the most effective manner.

In conclusion, let me assure you that there is no substitute for a capable manager. You cannot successfully manage a club by the sole use of procedures, systems, gimmicks, or gadgets. Neither can you compromise knowledge, experience, or good judgment with a desire to be all things to all members. Private enterprise is largely motivated by seeking greater profits, but a club endeavors to achieve a Shangri-La of not too much nor too little. Yours is a difficult job. We can analyze, discuss, debate, and even attain unity in our conclusions, but until the member has an objective understanding of the problems involved, the economic future of club operation will remain in jeopardy.

Tex-Ann-tics

(Continued from page 17)

azaleas growing in great profusion. The Garden Club has already been planning and working months ahead on two particular homes and gardens especially for the club managers' wives to browse through at leisure. Flower lovers will enjoy viewing camellias, roses, phlox, irises, pansies, and daisies which are usually in bloom at this time, the handsome native oaks, enormous blooming magnolia trees, green velvet grass, the evergreen shrubs, the decorative white wrought iron furniture and other garden ornaments which enhance the lawns of such a beautifully landscaped area. The homes all reflect the charm of gracious living.

This eventful day has just begun—let's dash on out to Pine Forest Coun-

try Club, known for an atmosphere of warmth and friendliness, nestling in the tall pines of the northern section of Houston. Here we will have a delightful luncheon and be thrilled and excited by a fashion show so elegant and sophisticated in its fashion-scope that it could be staged only by Neiman-Marcus. This world's fabled establishment, where all good Texas millionaires outfit their wives, has brought the Fifth Avenue and Paris fashions right into the rawhide heart of Texas.

Mrs. Dwight D. Eisenhower, who bought her inaugural gown, and Grace Kelly, who shopped for her own trousseau as well as for the dresses for her bridesmaids at Neiman-Marcus, evidently recognize its eminence in fashion. Who else other than Santa Claus could actually receive letters from faraway places addressed to a name only—no street address, no city or state, just the one name—Neiman-Marcus.

This fashion show should put us in the mood for a jubilant buying spree. For your convenience in shopping you will be granted the privilege of charging at Battlesteins, Neiman-Marcus, and Sakowitz, three of the Southwest's leaders in the realm of fashion. You will receive letters from all of these beautiful stores inviting you to visit them while in Houston.

SATURDAY, February 21—At 11:00 a.m. off we go to a ladies' luncheon at Lakeside Country Club, an elegant club that is truly in the country away from the hustle and bustle of the city—lush, quiet, and completely enchanting. We have a couple of pleasant surprises for you here. One we will keep as a complete surprise, and the other is a lecture by Helen Corbitt on Texas foods. Helen Corbitt, who is director of food services in the Zodiac Room of Neiman-Marcus in Dallas, is a true creative cook and a superlative party giver who has written a cookbook to help every woman cook wonderful meals for her own family and give memorable parties. She is an experimenter, a resourceful kitchen magician, and in her book and lectures she reveals her professional secrets making it easy for others to cook the same delectable dishes that she has served to celebrities. The Duke of Windsor asked her how she made the avocado mousse which she served him in Houston. Governors, college presidents, oil men, literary figures, and even club managers have for years requested her recipes for superb dishes. This yankee-born authority on food has been referred to by Earl Wilson, the celebrated columnist, as the greatest cook in Texas. The above information comes from the cover of

Helen Corbitt's Cookbook. Who knows, maybe you will be the lucky winner of one of her treasured books!

This luncheon will conclude the wives' program, and it is the desire of our committee that, as all of you depart from our Lone Star State, you take with you memories of a delightful visit. To tell you the truth, after your attendance at this gigantic roundup in Houston, perhaps we may lariat some of you into becoming full-fledged Tex-Anns. So, until February, then—

Au Revoir, Adios, hasta luego, and So long, you all.

Club Dues

(Continued from page 24)

imposition of nuisance charges or increased charges for departmental services.

If annual losses in certain departmental operations cannot be eliminated and must therefore be partially subsidized by dues income, at least all members upon whom dues are imposed have an equal opportunity to share such losses. In fact greater participation by members in departmental services might even result in a reduction or possible elimination of such losses, thereby minimizing the necessity for further dues increases.

In view of the above, sound management would indicate the preparation of an operating budget annually. Such a budget must of course be predicated on all known factors together with management's best estimate of anticipated income and expense. If such a budget indicates losses after depreciation then certainly dues income should be immediately adjusted to meet this anticipated loss.

Design With Purpose

(Continued from page 19)

cocktails after the game. Although this room was especially designed for men, it has become the favorite with the ladies also.

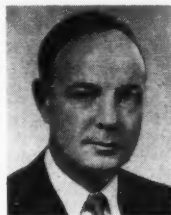
To explain the popularity of the golfers' grill is easy. In California everyone loves a view to the outdoors, especially when one can see, from a pleasant and beautiful air-conditioned room, the 18th and 9th hole. As a matter of fact, looking toward the north, one sees the Hollywood Hills beyond the fairways.

The major color in the Terrace Grill is Kelly green. The carpet, which was designed by us, was made especially for the club by Gulistan. The walls are covered in white Cambridge mosaic tile with red and gold inlays.

The cocktail and food bars and, for that matter, all the tables are entirely Formica, the chairs having part leather and part Koroseal seats.

Named V.P. for Sales

Herbert D. Smith has been appointed vice president of sales for the carbonated beverage division of Canada Dry Corp.



H. D. Smith

Mr. Smith has held managerial and administrative posts involving an unusually broad range of company operations, including production, transportation, office administration, and industrial relations as well as sales. He joined Canada Dry in 1939.

Buys Prize Animals



The grand champion steer, the reserve grand champion steer and the

grand champion carlot were among the more than 77 prize-winning animals purchased by Eddie Williams, president of Williams Meat Co. of Kansas City, at the recent auction by the 1958 American Royal Livestock and Horse Show in Kansas City.

The grand champion steer, an Angus, was bought at \$5 a pound for a final price of \$5090. Mr. Williams is shown at left in the picture with the champion steer, its owners and buyers.

Introduces New Bottle

Leroux & Co. of Philadelphia has introduced a new bottle for its Rock & Rye which, according to Andre Leroux, president, is the most convenient Rock & Rye bottle to appear in a quarter of a century.

Featuring pinched sides and a rough surface, it makes gripping and pouring easier for the bartender. A further feature is a plastic insert which fits into the neck of the bottle to allow the liqueur to pour easily while the solids are held back.

Named to Sales Staff

Edward G. Halleran has been named to the sales staff of Duvernoy & Sons, Inc., it has been announced by Russell E. Duvernoy, president. Mr. Halleran has been in hotel sales for 13 years, and is a member of the board of governors of the Partridge Club of New York. He will cover the trade in the New York metropolitan area.

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WINE Pressings

By Henry O. Barbour

If you were privileged to participate in one of the 76 comparative European-California wine tastings held during the past 27 months throughout the country, you have been impressed by the fine qualities evident in the California premium wines, especially the red, champagne and sherry types. Your fellow tasters were—as the score now stands: California wines first 131½ times to 120¾ for the Europeans. Even more impressive was the price differential in favor of California.

As demonstrated by these blind tastings, the California wine industry has made extremely great strides in the past ten years in the production of so-called premium wines, which comprise five to ten per cent of the total wine production.

In selecting wines for the medium-sized club, the bulk of the listings would do well to be American premium wines and a few really outstanding European wines for the member entertaining his boss from Philadelphia.

Nomenclature

In Europe, most wines are identified by the name of the place of origin, which is the region, as in "Burgundy" (a state) or "chablis" (a county). This is a blended wine from various vineyards of the particular area, with each constituent lending its own fine characteristics and


when bottled by a reputable firm is a good buy.

More particularly, the wine may be from, and titled for, a particular vineyard, i.e., "Chateau la Tour," "Romanee-Conti," etc., and perhaps a blend of several types of grapes therein. Or one variety of grape may be used exclusively, resulting in names such as "Wachenheimer Gerumpel Reisling."

Ninety per cent of American wines bear generic names borrowed from Europe, as supposedly resembling the appropriate European wine. As so many things determine the finished product, it is evident that a wine made on the shores of Lake Keuka in New York State, from descendants of native American grapes is not a Burgundy, even though it is full-bodied, red in color and a quite enjoyable beverage.

For this reason nearly all of the premium American wines use varietal names, frequently in connection with place name, such as "Napa Valley Pinot Noir." To be labeled a varietal wine, at least 51 per cent of the bottle contents must be of that type, and the balance of any other type of grapes as long as the finished product possesses "the distinctive color, aroma and flavor of the dominant grape," and its pleasing qualities are easily recognizable.

Worthy of the inclusion in the pre-



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mium wine class are some wines of New York and Ohio, especially those produced from native American grape hybrids with *varietal* names like "Catawba," "Delaware," "Diana," "Elvira," which impart a "grapey" or "foxy" taste to the finished wine, a most enjoyable "wild, woodland tang" which has many good points.

The outstanding California varietals are descended from European wines such as Cabernet Sauvignon and Pinot Noir for red, and Semillon, Chardonnay and Johannisbeger (white) Reisl- ing for white wines.

The Vintage Date

Serves to identify the wine, not only for age, but also for physical characteristics. Formerly only a rare bottle of California wine carried a vintage label (meaning 100 per cent produced in that year), supposedly because the climate was so perfect year-in and year-out as to make identification pointless. However, more premium producers are identifying the outstanding years—blending the others for bottling without a date. In reds 1953 seems to be a universal good buy.

Premium Still Wine Producers

Listed below alphabetically are the names of 11 firms, any of which are quality presentations for any wine list—but not all products of all 11. Selected by personal experience and proved by membership acceptance, with the varietal wines usually the best:

California: Almaden Vineyards, Beaulieu Vineyards, The Christian Brothers, Louis Martini, Paul Masson Vineyards, Martin Ray, Inc., Wente Brothers Vineyards.

New York and Ohio: Great Western Producers, Inc. (formerly Pleasant Valley), Meier's Wine Cellars, Inc., Taylor Wine Co., Widmer's Wine Cellars, Inc.

Unknown to me, as I have only tasted an infrequent bottle, but appearing frequently in recent articles and books about American wines as being fine producers, are the following:

California: Concannon Vineyards, Cresta Blanca Vineyards, Inglenook Vineyard Co., Charles Krug, Sovereign Cellars, Novitiate of Los Gatos; also, Gold Seal Vineyards Co., New York.

THIS MONTH'S MERCHANDISER: Next to a current wine list that is a part of, presented with, and mentioned on the food menu, the best silent salesman is a good-sized (seven ounce) all-purpose wine glass as a regular part of each table set-up. It can be removed when not needed, but,

at each place from the start, it is a suggestion, a reminder, and a big step-saver after the sale is made.

"Blind" Wine Tasting

Members of the Association des Medcins Amateurs de Vins have, as a group, demonstrated a sound knowledge of wine origins and at the same time, a marked preference for the wines of California. This was shown at a "blind" comparative wine tasting held for these wine fanciers of the medical profession late last year in Los Angeles.

A tally of the taster ballots showed that the majority had correctly identified the origin of nine out of the 12 wines served, which were dry sherries, roses and clarets, from California and abroad.

New Representative

Robert V. Curley has been appointed sales representative by the Walker China Co., according to Herbert M. Walker, president. With headquarters at 2395 E. Lindmont Ct. N. E., Atlanta, Mr. Curley will cover North and South Carolina, Tennessee, Alabama, Georgia and Florida.

New Wine Napkin

Among the new gimmicks put on the market to help spur the dinner and cocktail sale of California wines is a colorful, inexpensive paper napkin called the Menu-Nap. This sets forth, in one of the folds, the five classes of wine and the 14 distinct types well known in the United States, together with a list of the foods which they compliment.

The gay merchandising item, designed to produce greater profits from wine sales, is printed in red and blue on white and is decorated with several of the sprightly illustrations made available by the Wine Advisory Board of California.

The napkin is produced by Beach Products, Inc., 2001 Fulford St., Kalamazoo, Mich.

National Sales Manager

T. H. Gibson has been appointed national sales manager of the food service equipment division, Wear-Ever Aluminum. He has been sales manager of the Cleveland and Pittsburgh districts and will be succeeded in that post by W. E. Cummins. Mr. Gibson has been with Wear-Ever for 32 years.

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CLUB MANAGER

A general manager with an outstanding record in the club and hotel field, would like to hear from a leading city, country or yacht club, requiring an executive of high calibre. Personable, imaginative, 41, with a keen organizing and administrative ability covering all departments. He has the advantage of a proven international background together with the distinction of having managed first class Canadian hotels and clubs. Location is not a problem. Married, no children. Wants to terminate present position within two or three months. Please reply to: Box 16-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

CHEF-MANAGER or congenial married couple wanted to assume full responsibility of new club house, bar and kitchen. Private country club with membership of 300, ideally located on Lake Erie. APPLY TO: George E. Stouffer, P. O. Box 55, Ashtabula, Ohio. Telephone—WYman 3-2146.

CHEF-STEWARD. Colored. 20 years experience. Clubs, Dining-Car, Restaurant. Food cost and control. Prefer club. ADDRESS: Box 17-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

WANTED

Experienced kitchen and dining room manager for a Minnesota Country club operating seven months period. Pay \$7,000 for season. Possible alternate, will use married couple, wife as hostess. ADDRESS: Box 14-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

CLUB MANAGER AVAILABLE

Club Manager, 55 years of age, good health. Married, no dependent children, with business lifetime in the restaurant, hotel and club field as chef, owner and manager. Ten years of successful club management experience. Experienced in all phases of club management from foods to grounds. Now managing 380 member golf and country club in mid-west. Available on thirty day notice. ADDRESS: Box 15-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

FATHER AND SON TEAM

desires opening for manager and assistant manager. This team combines thirty years experience in all phases of club operations with the excellent professional training received at Michigan State University—School of Hotel Management. Prefer active progressive club with annual gross sales above \$200,000.00. For complete résumé of experience and training, WRITE: 10045 Elgin Avenue, Huntington Woods, Michigan.

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Revenue Service Clarifies Taxability of Certain Tips or Gratuities

By Walter A. Slowinski

CMAA Counsel

ON October 16, 1958, the Internal Revenue Service issued a private ruling to the American Hotel Association which further clarifies the problem of taxability of certain tips and gratuities to employees of hotels and to clubs.

You will recall that in our article in the October, 1957, issue of CLUB MANAGEMENT we stated:

"Club directors and managers will also be interested in Revenue Ruling 57-397, published in Internal Revenue Bulletin No. 1957-35 on September 3, 1957, at page 19. The new ruling holds that an amount which is required to be paid to a hotel by a customer as a service charge for utilizing the hotel's dining facilities, and which is subsequently disbursed by the hotel to its waiters and other employees, constitutes wages for Federal employment tax purposes, and for income tax withholding.

"This new Revenue Ruling should be read in the light of Social Security Tax Ruling, S.S.T. 145, 1937-1 Cum. Bull. 443, which holds that where a club does not permit the tipping of employees, but in lieu thereof adds ten per cent to the cafe charges made against its members' accounts and disburses the added amounts monthly to the club's waiters, the sums so disbursed constitute 'wages' for Social Security and income tax withholding purposes.

"Where, however, as in Social Security Tax Ruling, S.S.T. 301, 1938-1 Cum. Bull. 455, the amount of the tip is fixed by the customer and is paid by him for services rendered to him by the employee, even though the tip

to the waiter is charged to the account of the customer, such tip does not constitute 'wages' for Social Security and income tax withholding purposes."

The Service has now reconfirmed this position in its October 16, 1958, ruling by stating in part:

"It is our position that in any case where the negotiations between the hotel and the customer are not restricted to the cost of the meals and beverages and the use of the hotel's facilities but also include or contemplate additional amounts for distribution to the employees of the hotel, then such amounts may not be treated as tips or gratuities for Federal employment tax purposes. Such an arrangement is entirely different from the normal situation of a customer entering a hotel dining room and ordering food and drink without any prior discussion between the hotel and the customer as to the amount to be paid voluntarily to the waiter for the rendition of his services.

"While, as you point out, the situation involved in your presentation is similar to S.S.T. 301, C.B. 1938-1, page 455, to the extent that amounts intended as tips to the employees are turned over by the customer to the employer for distribution to the employees, this appears to be the only comparable factor. All other material factors present in the various situations presented by you for consideration fall clearly within the purview of Rev. Rul. 57-397, IRB 1957-35, page 19, and it is our considered opinion that such Revenue Ruling is controlling."

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Pictured here are Manager Eric Scott and Maitre d' Miren Martinolli of the Pinnacle Club of New York. The view in the background includes the United Nations Building. At right is the club lounge.

A NEW luncheon club atop the Socony Mobil Building in the heart of New York's Manhattan, the Pinnacle Club offers a magnificent view of New York City, the finest in food and a gathering place for the leaders of industry both from New York and throughout the country.

Managed by Eric Scott, who was manager of Westchester County's Wykagyl Country Club for 15 years, the Pinnacle Club was organized to meet the demands for an exclusive luncheon club in the Grand Central area. It has 450 resident members and 230 nonresident members.

Founded on the principle that no one will ever have to wait for a table for luncheon (a big item in busy New York), the club boasts a large dining room, a lounge where members and guests can wait for friends, the Tavern Room bar, and nine private dining rooms.

New Pinnacle Club Offers Luncheons and Superb View



From the left are Chef Jules Caramatti, Second Cook Bruno Bisnovitz and Pastry Chef William Saia of the Pinnacle Club of New York. The gleaming kitchen is modern in every detail.



At left is the beautiful main dining room of the Pinnacle Club which seats more than 200; at right is the Tavern Room bar.




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Today there remain only two premium Kentucky Bourbons sold nation-wide which are bottled *exclusively* in Bond. One of these is Old Fitzgerald.

The green Bottled-in-Bond stamp atop the Old Fitzgerald bottle is your assurance from your own Federal Government that the product is 100 degrees in proof, has been aged six years in new charred oaken casks and that no substance has been added or subtracted so as to alter in any manner the original character of the product.

It is *not* our intent, now or ever, to remove these guarantees from that segment of the American public which has come to rely on the bonded goodness of Old Fitzgerald.

If the brand of your choice is one which has surrendered its original and exclusively-bonded character in the self-interest of lower price and wider sale, we invite you to join the inner circle of Old Fitzgerald friends who find comforting assurance in its unchanging quality, and proudly share it, in moderation, with associates and friends.

J. R. Stitzel

President, Stitzel-Weller Distillery
Established Louisville, Kentucky, 1849

*In its price class or higher

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